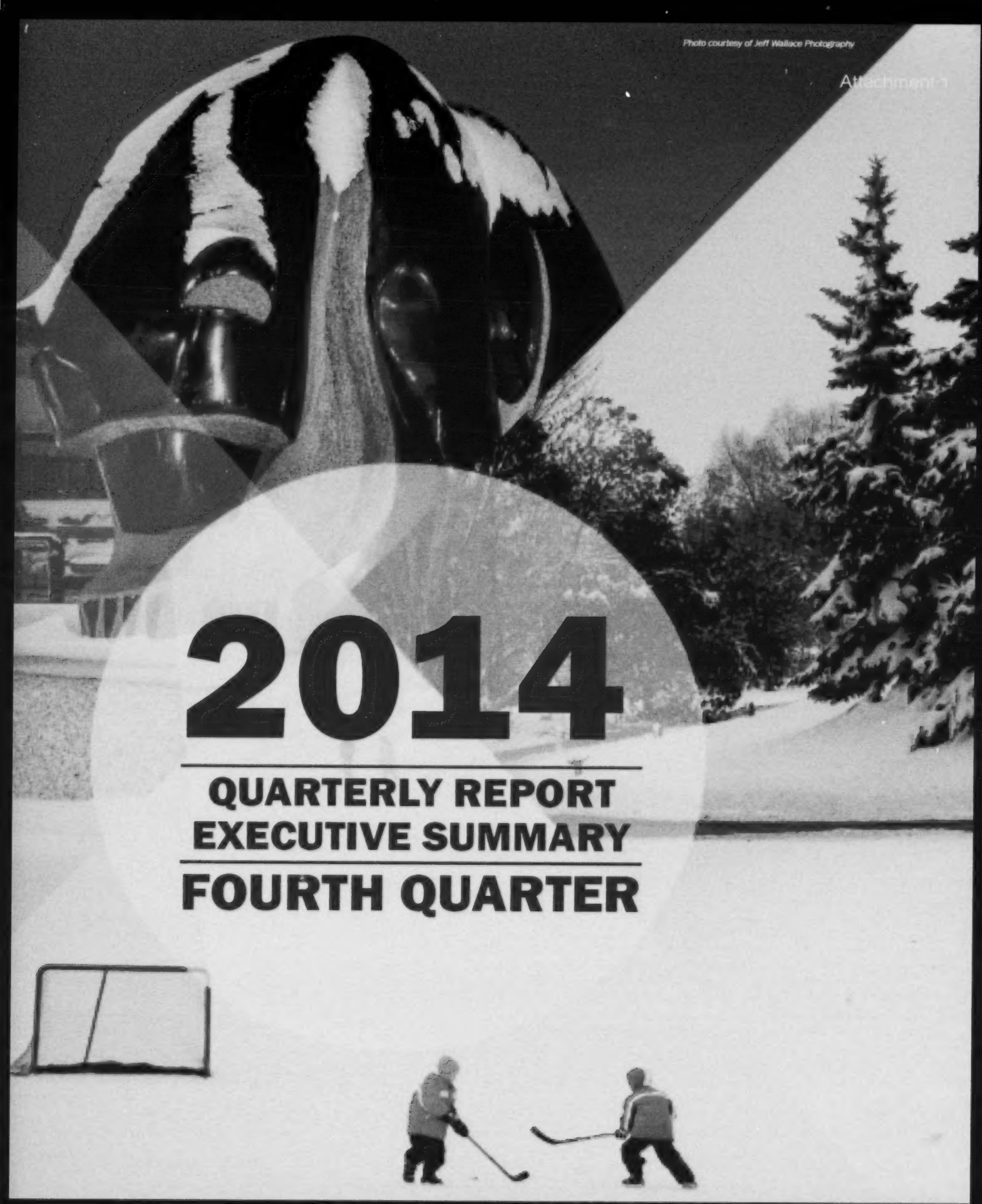


Photo courtesy of Jeff Wallace Photography

Attachment 1

2014

QUARTERLY REPORT EXECUTIVE SUMMARY

FOURTH QUARTER

2014 Quarterly Report – Fourth Quarter
Executive Summary

The City of St. Albert 2014 Corporate Quarterly Report – Quarter Four is provided to meet Council's need for regular and formal communication from the City Manager. The report provides pertinent information on progress for the quarter ending December 31, 2014 related to Council's Goals and Priorities that were approved by Council in February 2014 and are in Council Policy C-CG-02 Council's Goals and Priorities and Administration's other major projects.

The Financial Summary is also part of the Quarter Four Report and an online performance dashboard that can be accessed through the City's website or the following link:

StATRACKER - Performance Dashboard - City of St. Albert

Quarter Four Progress Update

The following section provides an overview of progress made in Quarter Four 2014 towards Council's Goals and Priorities. For a more detailed progress update, please review the 2014 Quarterly Report – Council Goals and Priorities and Major Projects Status Update.

Outcome: Cultivate Economic Prosperity

A diversified, robust and resilient economic foundation to support growth and community service delivery.

Quarter Four activities include:

- A consultant was hired and work is underway on the development of a high-level conceptual framework as the first step in development of the employment lands. The Concept Plan will be presented to Council in late January 2015.
- The Hotel Demand Study was completed and implementation plan was developed for immediate distribution to potential investors. The Entertainment Demand Study is completed and will be presented to Council on January 12, 2015.
- The Incubation Oversight Committee met in November to begin work on the Business Incubation Strategy. The committee was provided with information on the current mix of businesses and labour force in St. Albert and the members were ask to undertake their own research to identify ideas prior to the January 2015 meeting.
- Intermuncipal servicing study is near completion and has been scheduled for presentation at the Intermunicipal Advisory Committee (IAC) meeting in February. The draft Off-site Levy Framework Policy, City Front End Prioritization Policy and the Inter-municipal Utility Infrastructure Excess Capacity Policy were presented in November 2014 for Council and stakeholder feedback.

- An open house was held for St. Anne Street Realignment in October, with over 170 people in attendance. The feedback received was evaluated and incorporated where possible. A summary of the feedback will be provided to Council in January 2015. The tender for Phase 1 is expected in April 2015.

Outcome: Cultivate a Historic, Creative and Active Community

A vibrant and involved community with a variety of culture, recreation and heritage opportunities.

Quarter Four activities include:

- Work continued on the Facilitation Prioritization Model that will assist in determining time and population triggers to expand recreational facilities with supporting cost estimates. The draft model will be presented to Council in January 2015.
- The Capital Partnership Program Advisory Committee was approved by Council in November 2014 with seven members selected. This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.
- The first annual Amplify Youth Festival took place in Q4 2014. In total, 401 youth attended the event with 14 workshops, 40 youth performers and eight community partners, 13 corporate sponsors and 32 volunteers supporting the event. Planning started for a 2015 event.
- The second phase analysis of the Grosvenor Outdoor Pool operating model and utilization is currently underway as per Council direction. The report will be completed by Q3 2015.

Outcome: Cultivate a Green Community

A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.

Quarter Four activities include:

- Initial background noise monitoring for locations along Ray Gibbon Drive and Villeneuve Road were completed in November and the results are being analyzed. Administration will present a summary report to Council in Q1 2015 to provide a synopsis of existing standards and policies in place in St. Albert and other municipalities as well as recommendations for next steps.
- Application for grant funding for final crossing in St. Albert has been submitted with anticipated response in March 2015. If funding is received, work will be scheduled for 2016. Administration is also continuing discussion with CN on ongoing alternatives with respect to fencing options.
- The remediation project for the removal of approximately 2,000 cubic meters of salt contaminated soils at the former public works site was completed at the end of October 2014. Annual groundwater monitoring will continue indefinitely.

- Administration secured an agreement with Alberta Environment and sustainable Resource Development for the placement of the air monitoring station at the approved Salisbury location. In Q1 2015, the development application permit will be submitted and residents within a 100 meters radius will be notified. If the development permit is approved, the air quality monitoring station is anticipated to be constructed in 2015.
- An update of the Natural Areas Assessment and Prioritization project was provided to Council. The terms of reference for the Natural Areas Assessment was developed and the request for proposals will be released in January 2015. Work will be completed by Q4 2015.
- Organic Collection service to City facilities is now included in the new organic collection contract. Public Works will be working with the contractor to introduce organic services to select City facilities in 2015.

Outcome: Cultivate Excellence in Government

A responsive, accountable government that delivers value to the community.

Quarter Four activities include:

- Administration continued the 2014 Continuous Improvement Program and made progress on the following three projects:
    - Development Application Process Review – Development process has been mapped including timelines, capital region comparator timelines have been captured and are being benchmarked. Developer survey has been completed and information has been processed. Recommendations are scheduled to be presented to Senior Leadership Team on January 20, 2015 with a final report to be presented to Council in March.
    - Public Communication, Consultation and Engagement – Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken around finding a web based program to assist in facilitating more resident "polling" activities as well as some concepts for providing opportunities for topical conversations. Administration has determined that an update, dialog and further direction is required on this matter. A status report to Council is being prepared for Q1 2015.
    - Service Levels Benchmarking – A draft inventory highlighting external services offered by the City of St Albert and associated service level standards has been generated. The inventory tool used to document services and service levels aimed to capture the following information: description of service/ activity, delivery mode (In-house, contract, shared), guiding Service Level standard documents and description of service level standards. The inventory currently contains some gaps, which will be filled as information becomes available. The project update will be presented to Council On March 16, 2015.

- Research and interviews with leading municipal government organizations was completed to inform development of a Corporate Performance Management Model. The intent of this model is to provide a roadmap to enhance the City's existing strategic/operational planning, performance budgeting, management, evaluation, measurement and reporting process. It is anticipated that a draft policy will be available mid-2015.
- The Community Sustainability Project "Cultivating Our Future" completed several milestones in Quarter Four. The Community Sustainability Committee including two members of Council and five members of the public have met and have provided input into Phase 1 of the public engagement plan, which was completed in September. Administration received 15,000 comments from 6,000 residents. The Committee took this input and distilled it into a draft vision and key themes/pillars. Phase 2 of the public engagement started in December and includes an online survey and focus groups to comment on the draft statements. The final report will be presented to Council for approval on May 25, 2015.
- Transportation Master Plan project update was provided to Council in December 2014 and the project is on schedule. Significant stakeholder consultation has been undertaken to date with the first round scheduled to wrap up in January 2015. Round two of stakeholder engagement including options surrounding the future of Villeneuve Road will commence in February. Data analysis and collection is ongoing. Final report is anticipated in December 2015.

Outcome: Cultivate Sustainable Infrastructure and Services

A growing community that has balanced development and management of civic facilities, transportation networks and related services.

Quarter Four activities include:

- The Smart City Master Plan Steering Committee continued to progress in its work, meeting with multiple internal and external stakeholders and preparing public engagement plans for 2015. Detailed committee reviews, public consultations, and strategy development will continue through 2014 and 2015, with final Council consideration expected in November 2015. The Alberta Smart City Alliance also remains active following the successful 2014 Alberta Smart City Symposium, the Alliance is developing a website (to launch January 2015), finalizing creation of a 'smart city game' with NAIT, preparing for open membership, and confirming its strategic priorities for 2015.
- Stage 1 recommendation of a preferred corridor for the LRT was accepted by Council on December 1, 2014. Stage 2 work, to recommend an alignment within the corridor has begun.
- The functional plan for the 50+ Club building was completed. The expansion designs will be created and showcased to the community in an Open House forum planned for November, 2014. From there, the project will move into the detailed design stage. Completion of the project is planned for July, 2016.

Outcome: Cultivate A Safe, Healthy and Inclusive Community

A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.

Quarter Four activities include:

- The Safe Journeys to School project consultants completed all Public Open Houses, an On-line Public Engagement Tool, stakeholder focus group meetings, engineering reviews, surveys and best practice research. Draft Final Project reporting is scheduled to be presented to the Joint Public Steering Committee on January 13, 2015 and reporting to Council is on February 23, 2015.
- The Youth Working Group Strategic planning exercise took place in December 2014 to identify issues, strategies and priority actions for 2015. A three-year strategic action plan for youth was developed and will be presented to Council on January 12, 2015.
- Draft social development policy consultation with stakeholders and residents was conducted from September to November 2014. Feedback and input was gathered, summarized and will be incorporated into a presentation to Council in January 2015.

Performance Indicators

An online performance dashboard provides an update on a number of corporate performance indicators organized in four categories. The online dashboard can be accessed on the City's website or via the following link:

StATRACKER - Performance Dashboard - City of St. Albert

The following indicators were updated with new data in Quarter Four:

- Annual Non-Residential Tax Assessment
- Annual Training Budget as a Percentage of Payroll Costs
- Annual Workplace Injury Frequency Rate
- Annual Workplace Injury Severity Rate
- Arden Theatre Attendance per Year
- Building Construction Value Per Quarter
- City Employee Fast Attrition Rate
- City Employee Retention Rate
- Criminal Code Incidents Per 1000 Capita per Quarter
- Drop-in Program Participation per Quarter
- Financial Reserves to Total Revenue
- Investment Rate of Return
- Kilometers of Roads Spray-Patched per Year
- Land Parcels Registered per Year
- Landfill Diversion Rate
- Library Materials Circulated per Capita per Year

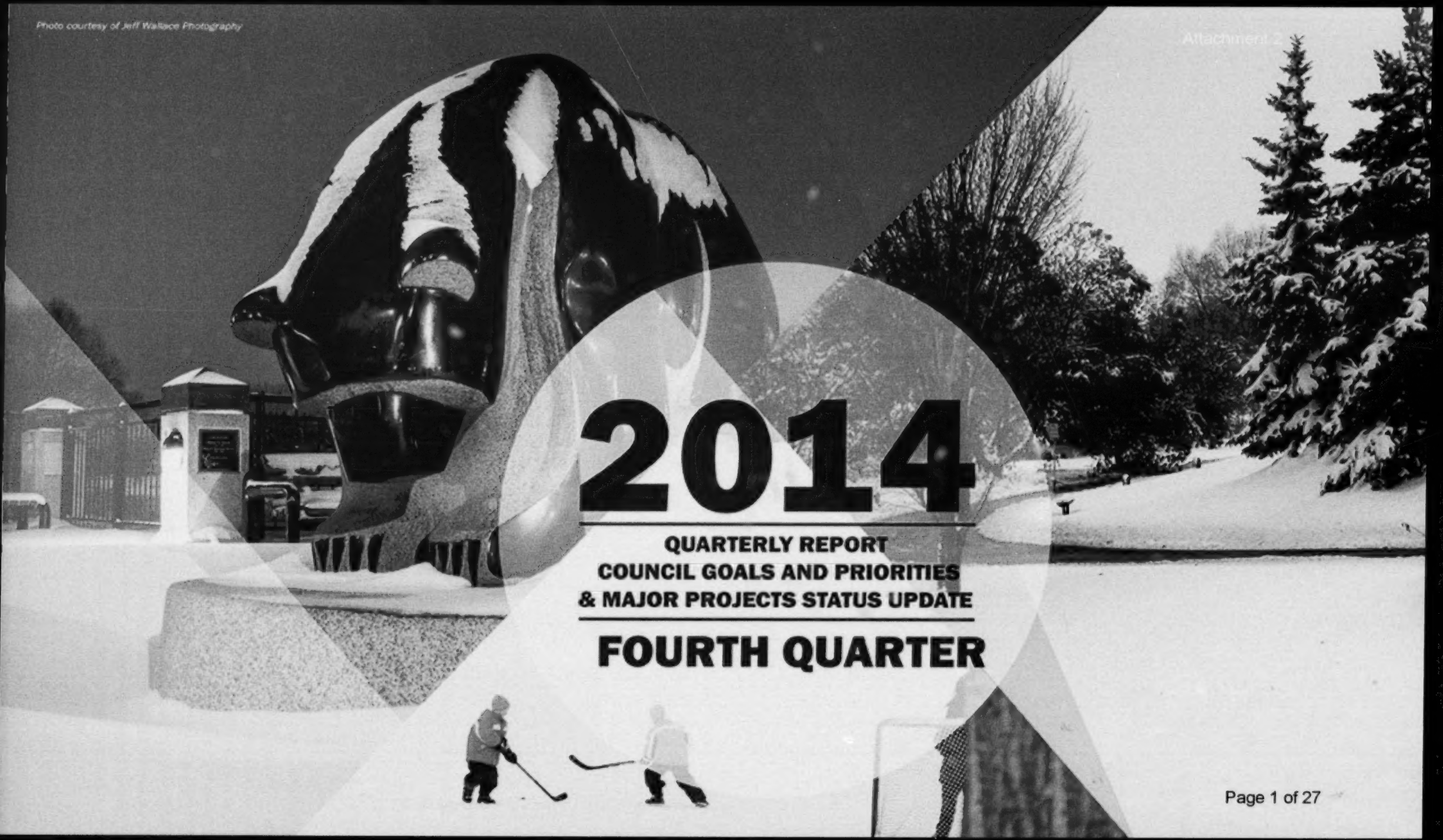
- New Business Licences per Quarter
- Percent Non-Residential Tax Assessment
- Property Tax as a Percent of Total City Revenue
- Registered Program Participation per Quarter
- Renovation Construction Value Per Quarter
- Rental and Programmed Hours at City Spaces
- Residential Waste per Capita per Year
- Revenue to Cost Ratio
- Total Emergency Response Time
- Total Number of 911 Calls Received per Quarter
- Total Permits Issued per Year
- Total Potholes Repaired per Year
- Total Services Hours per Year
- Transit Commuter Ridership per Quarter
- Vehicle Injury Accidents per 1000 Capita per Quarter
- Water Consumption per Capita per Day

Major Projects Status Update

In addition to Council Goals and Priorities, Administration has 68 major projects in progress. These projects are implemented to advance key outcomes identified by Council and include:

- **Sub-division Signage Refurbishment** – As of December 31, 2014, the project is 90% complete. The focus is on Business Park Signs with designs and approvals completed. Installation was delayed due to weather until Spring 2015.
- **Lacombe Park Master Plan** – Detailed design is 60% complete and the plan is in draft format for review. Tender for construction will occur in February 2015, with construction taking place throughout 2015.
- **Utility e-billing** – At the end of December 2014, in total 3,423 City accounts were on e-billing and My City. This is an increase from September 2014 of 245, which is 16.5% of the 20% target for 2014.
- **E-metering** – The project will be split into two separate charters and presented to Council by Quarter Three 2015. The first charter is for replacement of water meters and the second charter is for wireless technology.
- **The New City Website** – Department websites were consolidated, except Culture and the Arden Theatre, which are planned in Q1 2015.
- **Bike Skills Park** – The environmental assessment was presented to Council and direction was received to complete bylaw application, detailed design, floodplain analysis and hydrology study in 2015. The results will be presented to Council by Quarter Two 2015.

For a more detailed progress update for Quarter Four Council Goals and Priorities and Major Projects Status Update and Financial Summary, access the 2014 Quarterly Report, Council Goals and Priorities and Major Projects Status Update.



2014

QUARTERLY REPORT
COUNCIL GOALS AND PRIORITIES
& MAJOR PROJECTS STATUS UPDATE

FOURTH QUARTER

Council Goals and Priorities and Major Projects Status Update Report
Quarter Four 2014

					Timing											
					2014				2015				2016	2017		
Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			Status*	Quarter Four Status Update
City Manager Office	Employment Lands Plan Framework	**Goal:** Create an attractive environment to do business in St. Albert that results in a diversified tax base. **Priority:** Ensure we have land available for a variety of non-residential uses.	1. Council Outcome - Economic Prosperity													A consultant was hired and work is underway on the development of three concepts. The intent is to develop a high level conceptual framework as the first step in the development of the employment lands. The Concept Plan will be presented to Council in late January 2015.
Economic Development	Demand Studies	**Goal:** Create an attractive environment to do business in St. Albert that results in a diversified tax base. **Priority:** Develop demand studies for the hotel, entertainment and commercial property industry sectors.	1. Council Outcome - Economic Prosperity													Retail Demand study was provided to targeted retailers and retail marketers. Follow-up calls were undertaken to provide additional information requests. The Hotel Demand Study was completed and implementation plan was developed for immediate distribution to potential investors; hotel nearing construction in South Campbell. The Entertainment Demand Study has been completed and was presented to council on January 12, 2015. Plans for January have been created and will be enacted in Q1-Q2 2015.
Economic Development	Business Incubation Strategy	**Goal:** Foster business retention and expansion of local businesses. **Priority:** Work with NABI to further develop the business incubation strategy.	1. Council Outcome - Economic Prosperity													The Incubation Oversight committee met in November to begin work on this project. The committee was provided information on the current mix of businesses, labour force in St. Albert, etc. and asked to do some research and return to the second meeting with answers to the following two questions. 1. Out of all the ideas that were discussed which idea do you think is most viable and why? 2. If you have another idea that was not discussed please come prepared to present this idea. The next meeting will be held in January.
Economic Development	Export Alliance	**Goal:** Foster business retention and expansion of local businesses. **Priority:** Promote the Capital Region Export Alliance to expand Economic Development.	1. Council Outcome - Economic Prosperity													After an unsuccessful call for proposals to complete the work outlined in the grant, Administration met with their partners and consulted with the province to discuss next steps. Currently the committee is looking at options to repurpose the grant.
Economic Development	Shop Local Concept	**Goal:** Foster business retention and expansion of local businesses. **Priority:** Help develop, support and promote the concept of Shop Local.	1. Council Outcome - Economic Prosperity													No work took place on this project in Quarter Four. Resources were assigned to other project's with higher priority.
Economic Development	Concerto Economic Development Initiative	**Goal:** Foster business retention and expansion of local businesses. **Priority:** Join the initiative to increase the economic contribution an prosperity of Francophone's within St. Albert and the region.	1. Council Outcome - Economic Prosperity													Administration prepared materials for Council representative Councillor Prefontaine's first Concerto meeting.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Engineering Services	Servicing requirements for growth	**Goal:** Create an attractive environment to do business in St. Albert that results in a diversified tax base. **Priority:** Explore front-end servicing of lands for commercial and industrial development.	1. Council Outcome - Economic Prosperity													Intermuncipal servicing study is near completion and has been scheduled for pre entation at the Intermunicipal Advisory Committee (IAC) meeting in February. The draft Off-site Levy Framework Policy, City Front End Prioritization Policy and the Inter-municipal Utility Infrastructure Excess Capacity Policy were all presented in November 2014 for Council and stakeholder feedback. The first two policies will be brought back to Council in January 2015 for approval while the third was referred to the Inter-municipal Affairs Committee meeting in February for further discussion. Administration is also working with various developers to identify possible funding options for off-site levy infrastructure.
Planning and Development	St. Anne Street Realignment	**Goal:** Encourage a vibrant downtown core. **Priority:** Realign St. Anne Street to provide greater versatility (pedestrian, cyclists, transit and vehicles) and allow for a better relationship with the riverfront.	1. Council Outcome - Economic Prosperity													Design is ongoing. An open house was held in October with over 170 attendees. Feedback is being evaluated and incorporated where possible. A summary of the feedback will be provided to Council January 2015. Tender for Phase 1 is anticipated in April 2015.
Planning and Development	Downtown Residential Density	**Goal:** Encourage a vibrant downtown core. **Priority:** Identify opportunities to increase downtown residential density.	1. Council Outcome - Economic Prosperity													The project that will address this goal is Downtown district update in the Land Use Bylaw.
Recreation and Parks	Events at Servus Place	**Goal:** Promote current and future tourist attractions and events. **Priority:** Explore the feasibility of increasing the number of events held at Servus Place.	1. Council Outcome - Economic Prosperity													Administration is currently analyzing the historical and potential future event opportunities and business practices at Servus Place to be submitted to Council by Q3 2015.
Economic Development	Way Finding Program Implementation	The installation of branded guide signs throughout the community.	1. Council Outcome - Economic Prosperity													Wayfinding implementation is now complete.
City Manager Office	Civic Space Needs	**Goal:** Respond to the needs of a growing community. **Priority:** Address library and other civic space needs.	2. Council Outcome - Historic, Creative and Active Community	Build St. Albert Business Plan												The analysis for projected future full-time employee needs is underway and is planned to be complete by December 31, 2015 to help determine the City's future office space needs.
City Manager Office	Action Plan for expansion of recreational facilities	**Goal:** Respond to the needs of a growing community. **Priority:** Implement an action plan to determine time and population triggers to expand recreational facilities with supporting cost estimates.	2. Council Outcome - Historic, Creative and Active Community	Build St. Albert Business Plan												The project that will encompass this work is the Facility Prioritization Model. The research is underway to deliver this project including, industry benchmarked service levels, projected future needs of public and community service infrastructure, predicted locations, projected population growth, and projected development. Administration is planning to present the draft Model to Council in January 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Cultural Services	Expansion of Grain Elevator Park	**Goal:** Partner with the Arts and heritage Foundation to encourage the retention and preservation of unique physical heritage assets. **Priority:** Become a provincial cultural leader with the expansion of the Grain Elevator Park.	2. Council Outcome - Historic, Creative and Active Community													Report has been developed to present to Council on this topic. It is currently scheduled to be presented to Council in Q1 of 2015.
Cultural Services	Phase Two Restoration - Cunningham and Hogan Houses; Brosseau Granary	**Goal:** Partner with the Arts and heritage Foundation to encourage the retention and preservation of unique physical heritage assets. **Priority:** Continue with the Phase 2 restoration of the historic Cummingham and Hogan houses at the Heritage Sites.	2. Council Outcome - Historic, Creative and Active Community													Project Manager has been assigned from Planning & Engineering and draft condition assessments and conservation plans have been prepared and under review. Preparation work is underway for restoration and construction. Anticipated completion is still set for end of 2015. Report has been developed to present to Council on this topic. It is currently scheduled to be presented to Council in Q1 of 2015.
Cultural Services	Develop 10-Year Capital Plan	**Goal:** Partner with the Arts and heritage Foundation to encourage the retention and preservation of unique physical heritage assets. **Priority:** Develop a 10-year capital plan together with the Arts and Heritage Foundation.	2. Council Outcome - Historic, Creative and Active Community													Administration worked with the Arts and Heritage Foundation to incorporate their capital plan into the City's 10-Year Capital budget.
Cultural Services	Cultural Walk/Wall of Fame	**Goal:** Nurture St. Albert's future cultural leaders, artists, volunteers and audiences. **Priority:** Establish a cultural walk/wall of fame to recognize individuals or groups who have made a significant contribution to St. Albert's cultural community.	2. Council Outcome - Historic, Creative and Active Community													Governance policy was adopted by Council in November. Next step is construction of physical display in 2015. Call for designs will be issued in Q1 of 2015.
Cultural Services	Youth Festival	**Goal:** Nurture St. Albert's future cultural leaders, artists, volunteers and audiences. **Priority:** Help organize the Amplify Youth Festival to support youth exploring the arts.	2. Council Outcome - Historic, Creative and Active Community													The first annual Amplify Youth Festival took place in Q4 of 2014. In total 401 youth attended the event with 14 workshops, 40 youth performers, 8 community partners, 13 corporate sponsors, 32 volunteers and high media coverage. Planning has already begun for the 2015 event.
Cultural Services	Phase Two - Founder's Walk	**Goal:** Nurture St. Albert's future cultural leaders, artists, volunteers and audiences. **Priority:** Continue with Phase 2 of the Founder's Walk.	2. Council Outcome - Historic, Creative and Active Community													Contracts for design have been awarded and meetings and work to facilitate this process started. Discussions have started with community group on feasibility of incorporating a "Healing Garden" into this project.
Recreation and Parks	Grosvenor Pool	**Goal:** Respond to the needs of a growing community. **Priority:** Explore opportunities to increase the usage of Grosvenor Pool.	2. Council Outcome - Historic, Creative and Active Community	http://www.stalbert.ca/grosvenor-outdoor-pool												The second phase of analysis of the Grosvenor Outdoor Pool operating model and utilization is currently underway as per Council direction with a report to be complete by Q3 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Recreation and Parks	Low-fee and no-fee recreation activities	**Goal:** Ensure that all residents are able to access a broad spectrum of recreational activities. **Priority:** Ensure the availability of low-fee and no-fee recreational activities.	2. Council Outcome - Historic, Creative and Active Community													Report is being developed to present to Council on this topic. It is currently scheduled to be presented to Council in Quarter One of 2015.
Cultural Services	Chevigny House Restoration	Complete necessary repairs to stabilize the property.	2. Council Outcome - Historic, Creative and Active Community													The windows have been installed and preparations are underway to install the floor in the building. Due to colder weather the painting will be postponed until spring 2015. The building will be ready to be relocated in spring/summer of 2015.
Cultural Services	Community Consultation-Potential Performing Arts Centre	Provide advice and consultation to the community regarding the development of a new performing arts centre.	2. Council Outcome - Historic, Creative and Active Community													Consultation and advice continued to be provided to the community group. The organization has continued with their own plans to meet the needs of their group. It is anticipated that they will submit a proposal for the Capital Partnership Program in 2015.
Cultural Services	SAP Wayfinding & Signage	SAP Interior wayfinding and entrance augmentation to improve public wayfinding and communication displays.	2. Council Outcome - Historic, Creative and Active Community													Internal kiosk was purchased and software design begun. Arden Theatre entrance augmentation is scheduled for Q1 of 2015 .
Recreation and Parks	Campbell Dog Friendly Park	A capital project has been approved to design and construct a second city wide dog friendly park within the Campbell dry storm pond to the east of Servus Place.	2. Council Outcome - Historic, Creative and Active Community	http://www.stalbert.ca/campbell-dog-park												Construction is substantially complete with garbage can and small landscaping items to be completed in the Spring 2015. Communication of park opening to the community has commenced via website and Citylights.
Recreation and Parks	Erin Ridge Trail	Design, public consultation and construction of the continuation of the multi use trail system within the Erin Ridge subdivision.	2. Council Outcome - Historic, Creative and Active Community	http://www.stalbert.ca/erin-ridge-trails												Construction is substantially complete. Minor landscaping, park furniture installation and trail marker installation will be complete in Spring 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Recreation and Parks	North Ridge Park	As per Area Structure Plan, the park will be developed to include sport fields, trails and park amenities.	2. Council Outcome - Historic, Creative and Active Community												Information Night with residents was held in October and feedback is currently being incorporated into design. Further public consultation is planned Q2 2015.
Recreation and Parks	Bike Skills Park	Work with the community to design and construct a Bike Skills Park.	2. Council Outcome - Historic, Creative and Active Community												Environmental Assessment was presented to Council. Direction from Council was received to complete Bylaw application, detailed design, floodplain analysis and hydrology study in 2015. Will present results to Council by Q2 2015.
Engineering Services	LED Street Light Pilot Project	**Goal:** Promote sustainable urban development. **Priority**: Pilot light emitting diodes (LED) streetlights to improve energy efficiency within the community.	3. Council Outcome - Green Community												Administration received cost quotation from Fortis Alberta Inc. to retrofit existing sample pilot of streetlamps to LED type fixtures within a roadway in Northridge. This pilot location is not being pursued at this time as the return on investment exceeds 35 years, based on present day retail power rates and is unfavourable being beyond the life expectancy of the fixtures. Administration also acquired a quotation from Fortis for a' bulb only' retrofit to LED in the downtown area as an alternative LED pilot location however, it has been realized that it will be more cost favourable in considering this retrofit in 2016 when the bulbs are due for replacement by Fortis. A slot memo to Council will be prepared in Q1 2015 addressing LED Street Lights.
Engineering Services	Noise Attenuation Policy Development	**Goal**: Reduce the release of pollutants into the air, land and water. **Priority**: Complete a review of the noise attenuation policy and standards for community rail and arterial roads.	3. Council Outcome - Green Community												Some initial background noise monitoring for locations along Ray Gibbon Drive and Villeneuve Road were completed in November and the results are being analyzed. Administration will be bringing forward a summary report to Council at the end of January that provided a synopsis of existing standards/policies in place in St. Albert and other municipalities, as well as recommendations for next steps.
Engineering Services	Whistle cessation	**Goal:** Reduce the release of pollutants into the air, land and water. **Priority**: Assess opportunities for whistle cessation to reduce noise pollution within the community.	3. Council Outcome - Green Community												Application for grant funding for final crossing in St. Albert (Levasseur) has been submitted with anticipated response March 2015. If it is successful, work will be scheduled for 2016. Administration is also continuing discussions with CN on ongoing alternatives with respect to fencing options.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Environment and Sustainability	State of the Sturgeon River Watershed Report	**Goal:** Protect and maintain the Sturgeon River watershed. **Priority:** Work with the region on a watershed plan. Following recommendation from the report, the purpose of this project is to establish an inter-municipal taskforce/technical committee to harmonize inter-municipal plans, bylaws and policies related to watershed management issues.	3. Council Outcome - Green Community	Sturgeon River Watershed											The Sturgeon River Watershed Alliance Steering Committee met in early November to review and approve the application for a $300,000 Community Partnership Grant to complete an Integrated Natural Areas Assessment and Hydrological and Water Quality Review for the watershed.
Environment and Sustainability	Environmental Monitoring and Remediation - Former Public Works Yard at 7 Riel Drive	**Goal:** Strive to become a leader in environmental stewardship. **Priority:** Implement the former Public Works yard remediation program to remove salt contaminated soil and reduce environmental risk to the Sturgeon River.	3. Council Outcome - Green Community												The remediation project for the removal of approximately 2,000 cubic meters of salt contaminated soils at the former public works site was completed at the end of October 2014. Both the property owner and the regulators were notified of the completion of the work. Golder Associates will be preparing a report summarizing the remediation work including pre and post soil sampling results for submission to the regulators. Annual groundwater monitoring will continue indefinitely and for 2014 it was completed in November.
Environment and Sustainability	Water Conservation Bylaw	**Goal:** Promote sustainable urban development. **Priority:** Develop a Water Conservation Bylaw. New residential or commercial development or major renovations will require a permit to install low-flow water fixtures in an attempt to meet City's target for reducing water consumption.	3. Council Outcome - Green Community												Administration worked with the Environmental Advisory Committee to develop principles for the inclusion of low flow fixtures and outdoor water into a new draft of the Water Conservation Bylaw. Meetings were held with Legal, Municipal Enforcement and Building Inspections to review the enforcement details of the proposed Bylaw. Several concerns with the ability to effectively enforce the low fixture portion of the proposed Bylaw were noted by Municipal Enforcement and Building Inspections.
Environment and Sustainability	Air Quality Monitoring Station	**Goal:** Reduce the release of pollutants into the air, land and water. **Priority:** Install the air quality monitoring station to provide long-term baseline information on the city's air quality.	3. Council Outcome - Green Community	Air Quality Monitoring											Administration secured an agreement with Alberta Environment and Sustainable Resource Development for the placement of the air monitoring station at the approved Salisbury location. Environment worked with the Development branch to complete the development permit application and notification to residents within a 100 metre radius of the station. Residents will be notified once an additional information package is approved to include in the notification. If the development permit is approved, the air quality monitoring station is anticipated to be constructed in 2015.
Environment and Sustainability	Green Gas Local Action Plan	**Goal:** Reduce the release of pollutants into the air, land and water. **Priority:** Complete the Greenhouse Gas Local Action Plan to assist in reducing energy consumption and greenhouse gas (GHG) emission for the City, its residents and businesses.	3. Council Outcome - Green Community	Greenhouse Gas Emissions											Work on the Greenhouse Gas Local Action Plan will focus on the recommendations related to energy measurement and benchmarking for major City facilities and the development of a policy related to new City facilities.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Environment and Sustainability	Green Energy Generation	**Goal:** Strive to become a leader in environmental stewardship. **Priority:** Support green energy generation (e.g. solar and/or geo thermal).	3. Council Outcome - Green Community	Greenhouse Gas Emissions											No update for Quarter Four.
Environment and Sustainability	Natural Areas Assessment Plan	**Goal:** Preserve and manage trees, parks and natural areas. **Priority:** Implement the Natural Areas Assessment Plan and develop natural areas policy.	3. Council Outcome - Green Community												An update of the Natural Areas Assessment and Prioritization project was slotted to Council. The terms of reference for the Natural Areas Assessment were developed and the request for proposals will be released in January 2015. Work will be completed by Q4 2015.
Environment and Sustainability	Sedimentation and Erosion Control Plan	**Goal:** Protect and maintain the Sturgeon River watershed. **Priority:** Complete the Sedimentation and Erosion Control Plan to reduce the accumulation of sediments in the Sturgeon River. The 10-year Capital Plan identifies eight high priority outfall locations for retrofits to control sediment entering the Sturgeon River. Two outfalls have been completed since 2010. In 2015, the project will be reassessed and updates to timelines and budget will be recommended, if necessary.	3. Council Outcome - Green Community												Construction at Outfall #7 Children's Bridge was completed in November. Design for Outfall #4 Meadowview Lane is ongoing. Engineering will be assessing success of program to date and providing an update to Council in 2015.
Public Works	Organic waste collection at City owned facilities	**Goal:** Strive to become a leader in environmental stewardship. **Priority:** Coordinate organic waste collection at City owned facilities.	3. Council Outcome - Green Community												Organic collection service to City facilities is now included in the new organic collection contract (June 2014). Public Works will be working with the contractor (Ever Green) to introduce organic services to select City facilities in 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Public Works	Organic collection expansion	**Goal:** Reduce solid waste generation. **Priority:** Expand the organic collections program, offer to include St. Albert elementary schools and identify other viable opportunities for enrollment.	3. Council Outcome - Green Community													Program was approved through the 2014 budget. City staff have contacted the three school boards and have begun discussing program delivery. The list of all participating schools is being finalized and all promotional material has been created as well as organic carts. Select schools have begun organic collection and several other schools have expressed interest for 2015 implementation.
Public Works	Commercial Recycling Program	**Goal:** reduce solid waste generation. **Priority:** Support local businesses to develop commercial recycling programs.	3. Council Outcome - Green Community													No update for Quarter four. City staff will provide assistance and alternatives to help businesses acquire and partake in recycling options for their business needs.
Public Works	Natural control options for mosquitoes	**Goal:** Preserve and manage trees, parks and natural areas. **Priority:** Research natural control options for mosquitoes.	3. Council Outcome - Green Community													Contact with participants in the Bat House registration project reveals little obvious activity. Research indicates that multi-year monitoring will yield more tangible results as locations become detected by bats.
Public Works	Urban Forestry Management Policy	**Goal:** Preserve and manage trees, parks and natural areas. **Priority:** Develop an urban forest policy and natural areas policy.	3. Council Outcome - Green Community													Policy approved December 1, 2014.
Recreation and Parks	Community Tree planting activity	**Goal:** Preserve and manage trees, parks and natural areas. **Priority:** Continue to coordinate the community tree planting activity to coincide with Arbor Day celebrations.	3. Council Outcome - Green Community	http://www.stalbert.ca/pweventsprograms												This project is completed.
Public Works	Energy Efficiency Program	Various initiatives for the reduction of energy consumption throughout the City's facilities.	3. Council Outcome - Green Community													Third floor corridor lighting at SAP was replaced with LED fixtures. In December 2014 high ceiling lights at SAP were replaced with LED fixtures.
Public Works	Wastewater Household Service Rehabilitation Program	Rehabilitation of wastewater service lines in conjunction with City residents. The program gives residents the opportunity to rehab their service connection with some cost savings by partnering with the City.	3. Council Outcome - Green Community													The 2014 program is 100% complete. This is a multiyear program and 2015 planning will start in the first quarter of 2015.

					Timing											
					2014				2015				2016	2017		
Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			Status*	Quarter Three Status Update
Recreation and Parks	Spruce Up St. Albert	Organize annual event where residents, schools and organizations clean and naturalize parks, trails and river valley.	3. Council Outcome - Green Community	http://www.stalbert.ca/spruce-up-st-albert												Final report to be slotted to Council in Q1 2015.
Environment and Sustainability	Contaminated Sites Assessment Financial Liability Policy Requirement	Assessment of all City owned contaminated sites to determine remediation plans in respect to the 2012 Audit recommendations.	3. Council Outcome - Green Community													A consultant completed preliminary investigations on six potentially contaminated sites owned by the City as part of the Public Sector Accounting Boards new Environmental Liabilities Policy. High level estimates of remediation costs were determined but further investigation will be required on three of the properties to refine the cost estimates to be provided to Finance to meet the Environmental Liabilities requirement for 2015.
Environment and Sustainability	Ray Gibbon Drive Environmental Approval Monitoring	Annual monitoring of Riel Marsh, Riel Constructed Wetlands and Wildlife Movement Impacts as per RGD Approval requirements.	3. Council Outcome - Green Community													Monitoring will continue until 2018 with a final report submitted to Department of Fisheries and Oceans.
City Manager Office	Continuous Improvement Project 2014 Service Levels Benchmarking	**Goal:** Improve existing community assets and services. **Priority:** Review service levels versus comparator municipalities. Goal: Strive to become a leader in analytics to enhance decision making. Priority: Support Continuous Improvement Program to identify internal efficiencies. Year 1 objective is to develop an inventory of external services, service levels and benchmarked service levels with progress report to Council by Quarter Four of 2014. Year 2 project plan and objectives will be based on the findings from year 1.	4. Council Outcome - Excellence in Government													A draft inventory highlighting external services offered by the City of St Albert and associated service level standards has been generated. The inventory tool used to document services and service levels aimed to capture the following information: description of service/ activity, delivery mode (In-house, contract, shared), guiding Service Level standard documents and description of service level standards. The inventory currently contains some gaps, which will be filled gradually as information becomes available. The project update will be presented to Council on March 16, 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Community and Protective Services Administration	Continuous Improvement Project 2014 Public Communication, Consultation and Engagement	**Goal:** Engage the community to incorporate resident input and improve decision making. **Priority:** Review, assess and implement public engagement online tools for the City. **Priority**: Explore opportunities to more effectively utilize social media to engage and communicate with residents. Priority: Create more opportunities for more youth to provide input on the direction of the community.	4. Council Outcome - Excellence in Government													Administration has been exploring improved means to engage youth, trying to better understand how to improve engagement and what youth are wanting to be engaged on. Research has been undertaken around finding a web based program to assist in facilitating more resident "polling" activities as well as some concepts for providing opportunities for topical conversations. Administration has determined that an update, dialog and further direction is required on this matter. A status report to Council is being prepared for February 2, 2015.
Economic Development	Continuous Improvement Project 2014 Development Application Process Review	**Goal:** Strive to become a leader in analytics to enhance decision making. **Priority:** Support the Continuous Improvement Program to identify internal efficiencies. The purpose of this project is to review Planning & Development processes to make them easier for the public, developers and Council to understand, and to identify any opportunities for improving efficiencies.	4. Council Outcome - Excellence in Government													Development process has been mapped including timelines, capital region comparator timelines have been captured and are being benchmarked. Developer survey has been completed and information has been processed. Recommendations are scheduled to be presented to Senior Leadership Team on January 20, 2015 with a final report to be presented to Council in March 2015.
Financial Services	Utility Policies	**Goal:** Maintain fiscal responsibility and transparency. **Priority:** Review City's utility policies	4. Council Outcome - Excellence in Government													Utility Fiscal Policy C-FS-14 was approved at September 22, 2014 Council meeting. Utility rates for 2015 were approved at December 15, 2014 Council meeting.
Financial Services	Fiscal Responsibility and Accountability	**Goal:** Maintain fiscal responsibility and transparency. **Priority:** Explore options to increase fiscal responsibility and accountability within government.	4. Council Outcome - Excellence in Government													Current financial software provider (Agresso) completed a "health check" on the City's system in Quarter Four. Agresso upgrade and additional modules will be implemented in Quarter Two. In addition, a Request for Information has been developed and will be sent out in Quarter One to assess options to rationalize the City's systems.
Human Resources	Whistleblower Policy	**Goal:** Maintain the City of St. Albert as an employer of choice. **Priority:** Evaluate whistleblower policies similar to those of Edmonton.	4. Council Outcome - Excellence in Government													An evaluation of policies was completed n Q2 2014 and Council was advised of assessment.
Human Resources	Inclusive Hiring Policy	**Goal:** Maintain the city of St. Albert as an employer of choice. **Priority:** Develop an inclusive hiring policy for the City.	4. Council Outcome - Excellence in Government													On February 3, 2014 Council made a motion requesting Administration to prepare an Inclusive Hiring Policy. Council approved guiding principles on May 20, 2014 and the Council Inclusive Hiring Policy on September 22, 2014 that will come into affect pending development of a strategy and its presentation to Council by Quarter Two 2015.
Human Resources	Talent Management Strategy	**Goal:** Maintain the City of St. Albert as an employer of choice. **Priority:** Develop an employee attraction and retention plan for the City.	4. Council Outcome - Excellence in Government													Some initial work has begun related to leadership development and training. Development of the Talent Management Strategy is anticipated throughout 2015 with presentation to Council in Q4 2015 and implementation throughout 2016 and 2017.

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					2014				2015				2016	2017	
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4			
Planning and Development	CRB Growth Plan Update	**Goal:** Develop strong working relationships with Sturgeon County and other regional partners. **Priority:** Actively participate in the Capital Region Board (CRB) Growth Plan update.	4. Council Outcome - Excellence in Government												Staff have aided in the drafting of the terms of reference for the update and were actively engaged with the Technical Advisory Committee advising the plan update task force at the Capital Region Board. With the departure of the General Manager, department is no longer involved with the Technical Advisory Committee. Planning and Development staff are attending the Administrative committees for Land Use and Housing. The Manager, Government Relations will be attending the CRB Growth Plan Update Task Force meetings as the administrative liaison and will provide updates as required.
Recreation and Parks	Implement revised Animal Bylaw	**Goal:** Engage the community to incorporate resident input and improve decision making. **Priority:** Develop a plan to support the implementation of the revised Animal Bylaw that includes an estimate of costs, location of proposed parks, success criteria, metrics and resident input.	4. Council Outcome - Excellence in Government	http://www.stalbert.ca/new-animal-bylaw											An online survey was launched on September 1, 2014 and will be in place for one year for community members to provide feedback into the off-leash sites.
Strategic Services	City Performance Measurement Policy	**Goal:** Strive to become a leader in analytics to enhance decision making. **Priority:** Develop a City performance measurement policy to support the development of key measurable performance goals for each City department and division.	4. Council Outcome - Excellence in Government												Research and interviews with leading municipal government organizations was completed to inform the development of a Corporate Performance Management model. The intent of this model is to provide a roadmap to enhance our existing strategic/operational planning, performance budgeting, management, evaluation, measurement and reporting process. These learnings will influence the development of a performance measurement policy to provide direction for the creation, alignment and reporting of performance measures across the organization. It is anticipated that a draft policy will be available mid-2015 and presented to Council in Q3 2015.
Strategic Services	Continuous Improvement Program	**Goal:** Strive to become a leader in analytics to enhance decision making. **Priority:** Support Continuous Improvement Program to identify internal efficiencies.	4. Council Outcome - Excellence in Government												The following three projects have been identified as part of the Continuous Improvement Program for 2014: 1. Development Application Process Review 2. Public Communication Consultation and Engagement 3. Service Levels Benchmarking (2014 and 2015) A meeting will be held in Q1 2015 to discuss the status update for each project.
Strategic Services	Community Sustainability Plan	**Goal:** Engage the community to incorporate resident input and improve decision making. **Priority:** Develop a Community Sustainability Plan and related policies to engage the public in better defining a long-term vision for the community.	4. Council Outcome - Excellence in Government												The Community Sustainability Project 'Cultivating Our Future' completed several milestones in Quarter Four. The Community Sustainability Committee including two members of Council and five members of the public have met and have provided input into Phase 1 of the public engagement plan, which was completed in September. Administration received 15,000 comments from 6,000 residents. The Committee took this input and distilled it into a draft vision and key themes/pillars. Phase 2 of the public engagement started in December and includes an online survey and focus groups to comment on the draft statements. The final report will be presented to Council for approval on May 25, 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing 2014 Q1	2014 Q2	2014 Q3	2014 Q4	2015 Q1	2015 Q2	2015 Q3	2015 Q4	2016	2017	Status*	Quarter Three Status Update
Strategic Services	Memorandum of Understanding with Sturgeon County on the PGA lands	**Goal:** Develop strong working relationships with Sturgeon County and other regional partners. **Priority:** Develop a Memorandum of Understanding (MOU) with Sturgeon County.	4. Council Outcome - Excellence in Government													The Memorandum of Understanding has been reviewed and approved by each of the municipalities. There was an official ceremonial signing of the MOU on November 24, 2014 in Sturgeon County.
Legal Services	Facility Safety and Security	Draft Administrative Policy and facilitate safety and security initiatives including enhanced facility access controls, staff training and internal/external communication measures.	4. Council Outcome - Excellence in Government													An initial draft of Patron Code of Conduct was reviewed by Senior Leadership Team. St. Albert Place safety and security measure analysis/recommendations are expected in summer of 2015. Planning and Engineering entranceway renovations will potentially be proceeding in fall 2015, though plans are not yet complete.
Public Works	Regulatory Signage Program	Acquire data for the accurate inventory of the City's regulatory signs to develop a maintenance plan to ensure the City maintains compliance with regulatory requirements.	4. Council Outcome - Excellence in Government													Data is compiled and stored, migration into new IPS is occurring.
Public Works	Update Hansen Software	Upgrade to new web based technology to create a number of efficiencies and prospects for additional usage within the PW department.	4. Council Outcome - Excellence in Government													Project was completed with minor data transfers and troubleshooting occurring.
Recreation and Parks	Lacombe Park Master Plan	Development of a Plan that will address the undeveloped municipal reserve land in the Lacombe Park neighbourhood. The Plan will guide the development of parks, trails and recreation amenities.	4. Council Outcome - Excellence in Government													Park Master Plan is in draft format for review.
Recreation and Parks	Lois Hole Provincial Park	Liaison with Alberta Tourism to ensure City departments are informed of any capital projects at Lois Hole park to ensure appropriate review and permits are obtained in addition to exploring possible partnership opportunities.	4. Council Outcome - Excellence in Government	http://www.stalbert.ca/big-lake												The Province is building an access road and parking to the area housing their shelter and washroom at Lois Hole Provincial Park. Administration is currently exploring the access and parking options as well as service agreements for any required maintenance.
Recreation and Parks	Parks and Open Space Guidelines	Update the 1994 Parks & Open Space Guidelines document to align with current and future vision of Parks and Open Spaces in the City of St. Albert	4. Council Outcome - Excellence in Government													Work on review of the Parks and Open Space Guidelines has begun with review and update of elements within the document underway.

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					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Cultural Services	Cultural Services Consolidated Electronic Program Guide	Develop consolidated Cultural Services Program Guide to highlight the cultural programs offered.	4. Council Outcome - Excellence in Government												All cultural programs are now available for online registration and accessible from one location.
Engineering Services	Capital Project Management Policy Update	Update the policy to reflect changes to public sector accounting standards, best practices in project management processes and changes to the City's organizational structure.	4. Council Outcome - Excellence in Government												Project has commenced and draft updates will be brought forward to Council in Q3 2015.
Financial Services	Utility E-Billing	To improve customer service, the purpose of this project is to implement e-billing to replace paper bills to mitigate loss in mails of billing and to improve operational efficiencies and costs.	4. Council Outcome - Excellence in Government												At the end of December 2014, in total 3,423 City accounts were on e-billing and My City. This is an increase from September 30, 2014 of 245, which is 16.5% of the 20% target for 2014.
Financial Services	E-Purchasing Cards	Implement e-purchasing card to streamline the payment process and tighten controls in expenditures.	4. Council Outcome - Excellence in Government												Pilot testing of BMO Web portal has been rolled out to two departments. Full rollout to all departments is expected to be completed by the end of 2015.
Financial Services	E-Metering	Implement reading of water meters electronically to allow online access to water consumption data. It will also assist with detecting leakage in a timely basis and provide support to consumers in monitoring/reducing water consumption.	4. Council Outcome - Excellence in Government												This project will be split into two separate charters and presented to Council by Quarter Two 2015. First charter is for replacement of meters and the second charter is for wireless technology. Purchasing is currently leading the Request For Proposals process for the procurement of the meters.
Financial Services	Electronic Funds Transfer	Promoting and working with vendors/employees to make payments through EFTs, enhancing operational efficiency, timely bank reconciliation and tighter internal controls for vendor payments.	4. Council Outcome - Excellence in Government												As of December 31, 2014, 85% of payments were done by EFT's and 15% by cheque. This remains consistent from the 3rd quarter and is an increase by 6% since 2013. The total number of vendor's/employees on EFT is 2,475, an increase of 35% from 2013.

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					2014				2015				2016	2017		
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Human Resources	Implementation of Corporate Training and Development Plan	Implement approved Plan to ensure that internal training initiatives are linked to and support Council and Administration priorities.	4. Council Outcome - Excellence in Government													Effective January 1, 2014 Training and Development (T&D) budgets were centralized to create efficiency and maximization opportunities. Initiatives outlined in the Three year T&D plan currently under development include: branding of Corporate Learning Central, Policy revision, development of a mentorship toolkit, Leadership Development Program review, assessment of safety competency requirements, and new programs on Dealing with Difficult Customers and Data Analytics.
Public Works	Wastewater Bylaw Update	The existing wastewater bylaw is due for an update to reflect current operation and existing agreements with external parties such as the Alberta Capital Region Wastewater Commission.	4. Council Outcome - Excellence in Government													This project is scheduled to start in 2015 with the updated bylaw to be presented to Council in March 2015.
Recreation and Parks	Sport, Tourism, Economic Assessment Model (STEAM) Model - Economic Impact Study	Implemented to measure the economic impact of several major Servus Place and community events on local businesses and economy.	4. Council Outcome - Excellence in Government													Final report slotted to Council in Q4 2014.
Strategic Services	Website Reconciliation	Consolidate all City websites into single open source content management system and launch a new website of websites	4. Council Outcome - Excellence in Government													The new City website launched on July 25 and all separate department websites were consolidated except Culture and the Arden TheatreQ1 2015. Training sessions for key staff were performed and continuing efforts are underway to support secondary users with the transition.
Strategic Services	Corporate Business Plan and Budget Document	To develop a Corporate Business plan that incorporates current programs, services, strategic initiatives and 2015 budget.	4. Council Outcome - Excellence in Government													The proposed 2015-17 Corporate Business Plan was developed and provided to Council, as part of the budget package, on October 27, 2014.The Corporate Business Plan will be updated to reflect the approved budget and designed for circulation in Q1 2015.
Human Resources	Review Salary Administration Policy and Process	Review and update policy to explore salary survey comparators and process.	4. Council Outcome - Excellence in Government													A revised policy will be presented to Council in Quarter 3 2015.
Human Resources	Benefits Program Provider Review	Tender the employee benefits program for quotes from a variety of vendors to ensure that the City is receiving the best value for the investment for the benefit premiums paid.	4. Council Outcome - Excellence in Government													The Business Case for consulting support to conduct a benefit review was unfunded. Human Resources is currently evaluating to determine if a lower level of benefit review can be conducted in 2015.
Legislative Services	Corporate Policy & Bylaw Review	Develop a work plan to review and update as necessary 81 Council policies.	4. Council Outcome - Excellence in Government													A Legislative Initiatives Coordinator was hired in Q4 2014. In Q1 2015, project plan will be developed by Q1 2015 to define the Policy Bylaw Review which will take place over the next three years.
Strategic Services	Current State Budget Process Documentation	To develop a process manual that educates Council and staff on the inputs/outputs, major activities, handoffs, decisions and responsibilities throughout the current state budgeting process.	4. Council Outcome - Excellence in Government													A detailed handbook was developed that identifies all of the processes required to deliver the budget on an annual basis. The intent of the handbook was to use the information regarding budget process to better educate staff and provide a common baseline to identify opportunities in the future.

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					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Financial Services	Electricity/Natural Gas Contract	Negotiate and select a vendor to supply natural gas and electricity to maximize savings and stabilize costs.	4. Council Outcome - Excellence in Government												Through November 2014 electricity costs are about $92,000 under budget. Natural gas costs are $85,000 over budget due to a dramatic spike in market price in February as a result of an extraordinarily cold winter across North America in 2013/2014. Market price from February to June averaged 63% higher than the four previous months. City pricing contracts helped reduce the impact to a 41% increase. There are continuing efforts to mitigate the impact of energy price volatility. The City is currently in the midst of a hedging arrangement for electricity that extends through to the end of 2015. A new natural gas hedging arrangement came into effect in the Fall of 2013 covering the months of October 2014 through to April 2015.
Human Resources	Collective Bargaining with CUPE 941 & 5141	Negotiate new collective agreements with CUPE 941 (Public Works and Transit) and 5141 (Policing Services).	4. Council Outcome - Excellence in Government												A two-year settlement was reached in Quarter four with CUPE 941 for 2014 and 2015. An agreement was reached with CUPE 5141 in Q2 2014.
Human Resources	Collective Bargaining with IAFF 2130	Report to Council and request a bargaining mandate.	4. Council Outcome - Excellence in Government												The IAFF collective agreement expires on December 31, 2014. Administration has received a mandate from Council and plans to commence negotiations in Q1 2015.
Planning and Development	Naming Procedures	Develop Administrative procedures, establish Naming Committee and processes, update Council policy as required.	4. Council Outcome - Excellence in Government												Proposed amendments/procedures have been drafted and the final document will be presented to Council in Q1 2015.
Policing Services	"New Project" Council Policy C-PS-02 (Policing Services) Review	As a result of the Policing Long term department Plan , review Council Policy C-PS-02 (Policing Services) and bring back recommended changes.	4. Council Outcome - Excellence in Government												Initial internal meeting has taken place to discuss the general direction of this policy. Draft is currently being developed.
Strategic Services	St. Albert/Sturgeon County Intermunicipal Affairs Committee (IAC) - Intermunicipal Project Work	Council has committed to working collaboratively with Sturgeon County, and to developing work plans to address key intermunicipal priorities.	4. Council Outcome - Excellence in Government												Administrative work for regular Intermunicipal Affairs Committee (IAC) and Joint Opportunities Task Force (JOTF) meetings continues, as do associated projects. The proposed Sturgeon County/St. Albert Memorandum of Understanding was signed by both Mayors of Sturgeon County and City of St. Albert on November 21, 2014.
Strategic Services	Community Satisfaction Survey	To determine the overall level of community satisfaction amongst residents and to identify other potential issues that the City might address.	4. Council Outcome - Excellence in Government												Administration worked with an external provider to re-define research objectives and develop a questionnaire for the community satisfaction survey. In total 400 telephone surveys were completed and 473 online stakeholder web-based survey. Administration presented the results of the community satisfaction survey to Council on November 3, 2014.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Financial Services	Franchise Fee Agreement	Review and analyze changes to the Electricity and Natural Gas Franchise Agreement, explore alternate sources of revenue in order to minimize tax increase.	4. Council Outcome - Excellence in Government													Franchise fee rates are remaining at current levels for the remainder of 2014 and 2015 with electricity at 0% and natural gas at 18.8%. There are no plans currently in place to alter these rates. AUMA has negotiated a new electric franchise agreement template with utility providers. Plans are in place to update the City's current agreement with the new agreement template. The agreement has been circulated through the City and some changes have been recommended. Once all changes are finalized and other administrative hurdles are overcome the new agreement will be presented to Council in Q2 2015 in the form of a new Electric Franchise Agreement bylaw.
Legislative Services	Agenda Management Software	Implementation of software to facilitate more efficient processes for agenda report and Council meeting agenda development and distribution as well as management of workflows and tracking of actions resulting from Council Meeting decisions.	4. Council Outcome - Excellence in Government													Contract was awarded and the project is on track to implement an Agenda Management Software System by the end of Q2 2015.
Strategic Services	Government Relations Program - Development of a Provincial Advocacy Strategy	To identify priorities and ensure efforts are maximized in order to have an impact and to influence decisions with the Government of Alberta.	4. Council Outcome - Excellence in Government													A workplan document that is supplemental to the Advocacy Strategy Plan approved by Council in August 2014, will be presented to Council on January 12, 2015. The workplan will identify necessary activities and timelines around each of the advocacy priorities. A fulltime Government Relations Manager was hired in November 2014 and will facilitate the implementation of the Advocacy Strategy.
Engineering Services	Master Development Agreement Template Update	Revisions to agreement will align with changes made to Offsite Levy Bylaw 30/2013.	4. Council Outcome - Excellence in Government													Updates are near completion with draft to be brought to Council in February 2015. At that time all impacted stakeholders including members of UDI will be asked to provide feedback.
Environment and Sustainability	Environmental Monitoring and Remediation - Riel Park redevelopment of former landfill	Remediation and monitoring requirements as per Environment Canada Inspector's Direction issued to the City in 2004 and updated in 2007, as well as Alberta Environment Code of Practice for Landfills. Capping and grading of former landfill at Riel park completed from 2007 - 2013. A Landfill Closure Plan and Final Report is required by March 31, 2015 as per Environment Canada Inspector's Direction. Annual monitoring will be required for a minimum of 25 years.	4. Council Outcome - Excellence in Government													Annual water quality monitoring was completed in May and September. Administration is working on the final report to be submitted to Alberta Environment and Sustainable Resources and Environment Canada by March 31, 2015. A final report to Council is scheduled for April 20,2015.
Planning and Development	Update Quality Management Plan	Update Safety Codes Quality Management Plan in accordance with provincial requirements.	4. Council Outcome - Excellence in Government													Draft #1 for the QMP update is complete and has been circulated to the Director & SCO's and Fire Services for review and comments. Requested Fire Services add their update to the draft in order to send one draft to Safety Codes Council for review prior to obtaining Council Resolution.

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					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Cultural Services	Development of Public Art Maintenance and Restoration Plan	The long-term plan will ensure that the City's public art collection is preserved and maintained for current and future generations.	4. Council Outcome - Excellence in Government													This project has resumed. A preliminary draft report will be made available in 2016.
Planning and Development	Population Forecast Model Update	Update model with 2014 census data and develop report	4. Council Outcome - Excellence in Government													2014 Census Population #s inputted and the model was adjusted with new numbers.
Strategic Services	Corporate Strategic Plan 2015-2017	The Corporate Strategic Plan will guide the organization in aligning existing plans and initiatives to common goals and a common purpose. The Strategic Plan will assist in organizational prioritization and is a key element of the City's Strategic Planning Framework.	4. Council Outcome - Excellence in Government	C-CG-02												Administration received direction from Council at the September retreat to draft a strategic plan in advance of Council's annual retreat in January 2015. Administration reviewed all major community long-term plans (e.g. Municipal Development Plan, Master Plans, Long Term Department Plans and Management Plans) to identify existing strategy and align to Council's outcomes and goals. Administration presented the draft strategic plan to Council at their retreat for validation. Administration is expected to present the City of St. Albert Strategic Plan to Council on February 2, 2015 for approval.
Engineering Services	Advocacy plan for Ray Gibbon Drive	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Develop an advocacy plan for the twinning of Ray Gibbon Drive.	5. Council Outcome - Sustainable Infrastructure and Services													Project commencement delayed to 2015 due to resource capacity. Engineering will be working on this project with the Manager of Governmental Relations.
Engineering Services	Transportation Master Plan	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Update the Transportation Master Plan to identify a transportation policy framework for the City and establish priorities for the City's investment in transportation and infrastructure for	5. Council Outcome - Sustainable Infrastructure and Services													Project update was provided to Council in December 2014 and the project is on schedule. Significant stakeholder consultation has been undertaken to date with the first round scheduled to wrap up in January 2015. Round two of stakeholder engagement including options surrounding the future of Villeneuve Road will commence in February. Data analysis and collection is ongoing. Final report is anticipated in December 2015.
Engineering Services	St. Albert Trail Corridor Safety review	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Complete the St. Albert Trail and Boudreau Road corridor safety review to address prevailing safety issues.	5. Council Outcome - Sustainable Infrastructure and Services													Summer data collection and analytics have been completed and winter data collection and analytics will be done December 2014-February 2015. Interim update report will be brought forward to Council in February 2015.
Engineering Services	St. Albert Trail Pedestrian Sidewalk Upgrades	**Goal:** Enhance St. Albert Trail. **Priority:** Continue to construct sidewalks along the St. Albert Trail.	5. Council Outcome - Sustainable Infrastructure and Services													2014 Work completed. 2015 planned pending budget approval.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Planning and Development	Land Use Bylaw Review and Update	**Goal:** Encourage innovative and progressive development. **Priority:** Review the Land Use Bylaw	5. Council Outcome - Sustainable Infrastructure and Services												Draft Terms Of Reference is in process of being finalized.
Planning and Development	Electronic Signs update	**Goal:** Encourage innovative and progressive development. **Priority:** Review the Land Use Bylaw	5. Council Outcome - Sustainable Infrastructure and Services												Coordinating project with LUB Signage review. The project plan was developed and background research completed. Report for Council on benefits and challenges of electronic signs will be presented in Q1 2015.
Planning and Development	Signage Review	**Goal:** Encourage innovative and progressive development. **Priority:** Review the Land Use Bylaw	5. Council Outcome - Sustainable Infrastructure and Services												Project Plan was developed and background research completed. The report will be shared with Council in Q2 2015.
Public Works	Service Standard Policy for Benches, Bus Stops and Garbage Cans.	**Goal:** Improve existing community assets and services. **Priority:** Develop a service standards policy for benches, bus stops and garbage cans.	5. Council Outcome - Sustainable Infrastructure and Services												Collaboration with Recreational Services occurred in Q4 2014. Anticipated completion will take place by Quarter Three 2015.
Strategic Services	SMART City Master Plan Development and Alliance	**Goal:** Encourage innovative and progressive development. **Priority**: Support the Smart City Master Plan and Alliance to foster increased efficiencies and capacity through serving as a living lab for innovative and cutting-edge municipal technology solutions.	5. Council Outcome - Sustainable Infrastructure and Services												The City's Smart City Master Plan Steering Committee continued to progress in its work, meeting with multiple internal and external stakeholders and preparing public engagement plans for 2015. Detailed committee reviews, public consultations, and strategy development will continue through 2014 and 2015, with final Council consideration expected in November 2015. The Alberta Smart City Alliance also remains active - following the successful 2014 Alberta Smart City Symposium, the Alliance is developing its website (to launch January 2015), finalizing creation of a 'smart city game' with NAIT, preparing for open membership, and confirming its strategic priorities for 2015.
Transit Services	LRT Functional Alignment Study	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Complete the Light Rail Transit (LRT) functional alignment study. A study for the extension of Edmonton's LRT into and through St. Albert.	5. Council Outcome - Sustainable Infrastructure and Services												Stage 1 recommendation of a preferred corridor was accepted by Council on December 1, 2014. Stage 2 work, to recommend an alignment within the corridor has begun.
Transit Services	Park and Ride Transit Centre Land Agreement	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Develop a park and ride location and plan.	5. Council Outcome - Sustainable Infrastructure and Services												Administration is continuing coordination with the City of Edmonton and the Province of Alberta on a lease/sublease arrangement for the land at the chosen site. A response from the Province on land disposition is expected in Quarter 1 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Transit Services	Park & Ride Transit Centre Project	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Develop a park and ride location and plan.	5. Council Outcome - Sustainable Infrastructure and Services												Geotechnical work has been carried out. Due to land options project cost updates were put on hold. Construction budget for the project was moved to the 2015 budget year. Interim Park and Ride options were examined and found to be too costly have been abandoned.
Transit Services	Growth Areas For Transit Service	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Support growth-area transit service to higher density residential areas.	5. Council Outcome - Sustainable Infrastructure and Services												A business case and capital charter to provide services to growth areas for 2015 was approved by Council with implementation planned for September 2015.
Transit Services	CRB Transit Governance Review	**Goal:** Maintain a safe and efficient transportation network. **Priority:** Participate in the Regional transit Commission Assessment. Business Case analysis for creating a Capital Region Transit Commission is being completed by the CRB, Transit Committee.	5. Council Outcome - Sustainable Infrastructure and Services												The project has been initiated project with Edmonton on forming a single operating entity reporting to Council in April 2015.
Engineering Services	Riel Park Redevelopment	Completion of the final phases of the Riel Park land fill remediation and redevelopment plan including the reconstruction of the soccer and rugby fields.	5. Council Outcome - Sustainable Infrastructure and Services												Project is complete. Deficiency clean-up is ongoing and landscaping is under warranty.
Public Works	Subdivision Signage Refurbishment	Repair and rehabilitation of the City's subdivision entry signs and features that will beautify subdivision entryways and integrate botanical City branding where possible.	5. Council Outcome - Sustainable Infrastructure and Services												As of December 31, 2014 the project is 90% complete. The focus is now on Business Park Signs with designs/approvals completed. There have been delays due to weather conditions. Installation has been delayed until Spring 2015.
Public Works	Water System Infrastructure Rehab	Lifecycle replacement and rehabilitation of water infrastructure such as fire hydrants and water main valves.	5. Council Outcome - Sustainable Infrastructure and Services												This project was completed for 2014. This is a multiyear program and as such 2015 project planning will start for 2015 work in the first quarter 2015.
Recreation and Parks	City Sports field Rehabilitation Program	The purpose of the project is to address the maintenance requirements of the City's sports fields.	5. Council Outcome - Sustainable Infrastructure and Services												Project has been postponed. Consultation with the school board will continue in 2015.
Recreation and Parks	City Parks Infrastructure Replacement Program	The purpose of this project is to upgrade and replace parks infrastructure.	5. Council Outcome - Sustainable Infrastructure and Services												Project is substantially complete.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Recreation and Parks	Woodlands Water Play Park Locker Room Rehabilitation	This project includes the replacement of locker room fixtures in order to rehabilitate the facility to its designed standard and ensure a safe, well maintained facility for the public.	5. Council Outcome - Sustainable Infrastructure and Services	http://www.stalbert.ca/woodlands-water-play-park												Project is substantially complete. Minor seasonal deficiencies and branding will be completed in Q2 2015.
Transit Services	Transit Statutory Holiday Service	Implementation of transit service on 10 statutory holidays.	5. Council Outcome - Sustainable Infrastructure and Services													Implementation of program continued with implementation of service in Quarter Four statutory holidays.
City Manager Office	Capital Partnership Program	This shared funding program is designed to stimulate new capital projects to help prepare St. Albert for the anticipated community growth.	5. Council Outcome - Sustainable Infrastructure and Services	Capital Partnership Program Policy												The fourth forum was held in December and it on the communities forecasted population growth and business analytics. The Capital Partnership Program Advisory Committee was approved by Council in November, with seven members selected. An orientation session will occur in Q1 2015. The closing date for the first intake of preliminary business cases is March 31, 2015.
Engineering Services	Offsite Levy Policies	Policies will provide a consistent and transparent framework to encourage and support growth while ensuring infrastructure costs are allocated appropriately.	5. Council Outcome - Sustainable Infrastructure and Services													Draft policies were presented to Council November 24, 2014. Administration was directed to return with two of the policies in January 2015 and refer the third to the next IAC meeting in February 2015.
Engineering Services	Encroachment Policy	The policy will provide clear and consistent direction on encroachments and how they will be addressed especially in the environmentally sensitive areas.	5. Council Outcome - Sustainable Infrastructure and Services													Policy has been put on hold at this time awaiting Environmental Advisory Committee priorities for 2015. Scheduled for presentation to Council in Q2 2015.
Engineering Services	Industrial Engineering Standards	Review and report on potential Industrial Engineering Standards that could be adopted in support of development of the employment lands.	5. Council Outcome - Sustainable Infrastructure and Services													The project was deferred pending the results of the marketability and conceptual studies that are currently in progress. No further updates at this time.
Recreation and Parks	Lifecycle Programs	Manage lifecycle programs for Aquatic Facilities, Servus Place and City Playgrounds to ensure city's major recreation facilities and playgrounds are safe and well maintained.	5. Council Outcome - Sustainable Infrastructure and Services													Work continues on Servus Place and Aquatics lifecycle programs as planned. All lifecycles are anticipated to end the year on budget.
Strategic Services	Life Cycle Replacement Plan Policy	Establish a corporate policy for life cycle replacement of assets and ensure documentation is in place to guide Administration's plans and budgets.	5. Council Outcome - Sustainable Infrastructure and Services													A draft lifecycle replacement plan administrative policy was developed as part of a larger Asset Management strategy for the Corporation, which was approved by Council on September 22, 2014. The policy is scheduled for finalization in Q1 2015.
Planning and Development	Long-term School sites framework	Develop a city-wide framework for school site locations that could include number and size of sites, site configuration and associated recommendations and guidelines.	5. Council Outcome - Sustainable Infrastructure and Services													Draft plan was completed and reviewed by School Boards. The plan will be presented to Council in Q1 2015.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Planning and Development	Carrot Creek - LUB Update	Update Designated Flood Line in LUB to include the west side of Carrot Creek.	5. Council Outcome - Sustainable Infrastructure and Services												The update will be presented to Council in Q1 2015.
Public Works	Snow & Ice Control Policy	Update service levels within policy and provide updated wording to clarify the policy's intent. Update existing policy to reflect current service levels and operational practices.	5. Council Outcome - Sustainable Infrastructure and Services	PW LTDP											Update to policy was presented and approved through Council in October 2014.
Public Works	Poplar Tree Removal and Replacement Program	Remove and replace Hybrid Poplar trees. These trees have a short life cycle at which point they become a high safety risk to residents and property.	5. Council Outcome - Sustainable Infrastructure and Services												In 2014, 85 poplar trees removed throughout the City. The 2014 program has been completed and 2015 program has started.
Transit Services	NAIT LRT Extension Route Redesign	Route restructuring to provide transfer connections with Edmonton's North LRT extension at NAIT which is consistent with the Transit Long-Term Department Plan.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP											Development and coordination with the City of Edmonton has been completed; however, implementation due to LRT delays is now scheduled for April 2015.
Transit Services	Open Payment Fare System Project (Smart Card)	Implement a regional Open Payment fare collection system in partnership with the City of Edmonton and (No Suggestions) County.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP											A joint GreenTRIP funding application was developed by St. Albert, Edmonton and Strathcona and was submitted in November 2014. Project is dependent on GreenTRIP funding and awaits approval before proceeding.
Transit Services	2015 Transit Vehicle Procurement	Procurement of growth transit buses and investigation into procurement of electric buses.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP											Four 12m electric buses were approved in the 2015 Capital growth budget. A test of a 12m electric bus was successfully conducted in August 2014. A winter test for an electric bus is scheduled for Quarter 1 2015.
Transit Services	Campbell Road Transit Centre Restructure	Route and service restructuring related the proposed Campbell Road transit centre and park and ride is required prior to opening in 2016.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP											A project charter for the local route restructure was developed for approval in January 2015

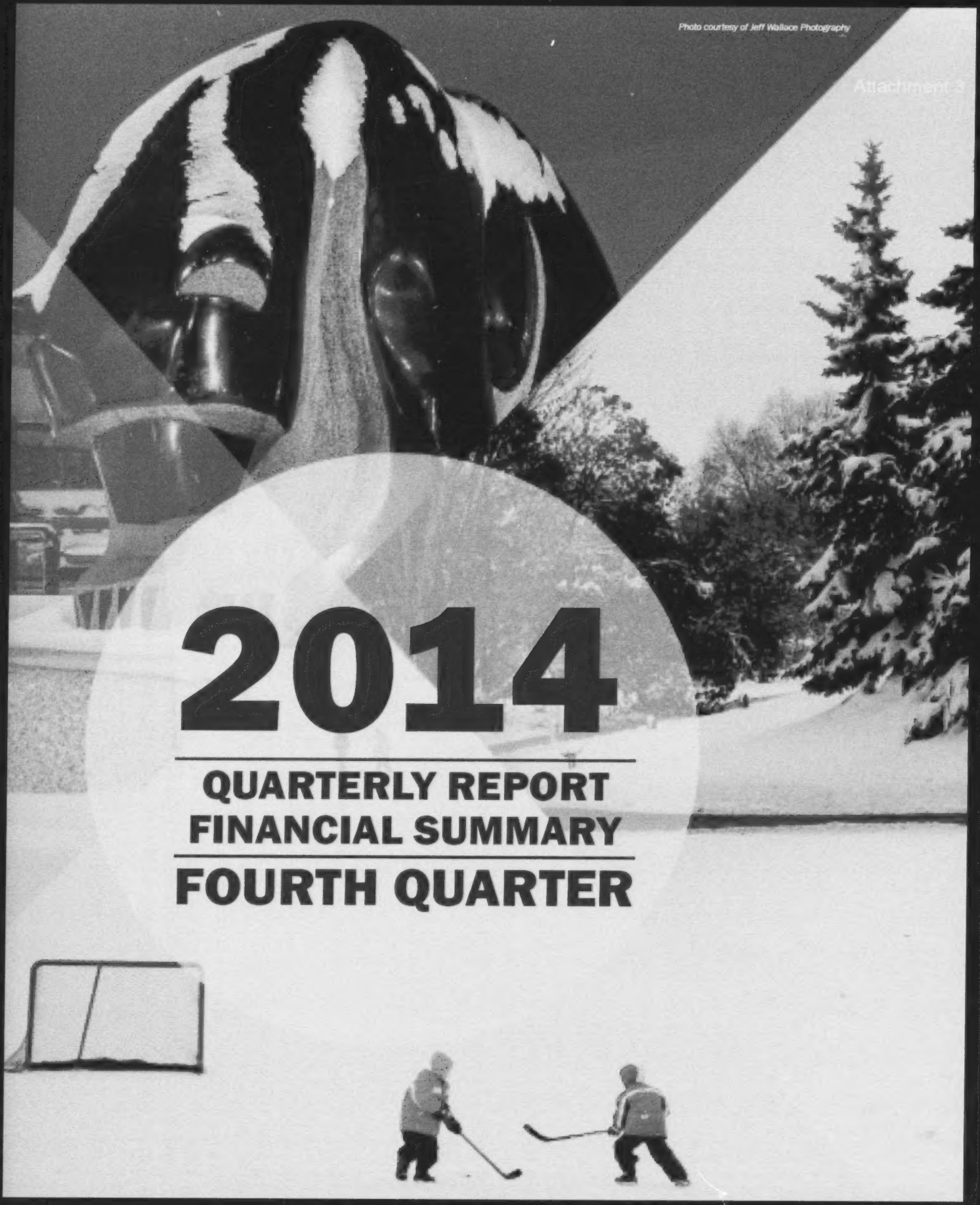
Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
Transit Services	Long Term Bus Storage/Maintenance Plan	The expansion of the existing transit facility is planned to accommodate growth of the transit fleet. Interim measures will also be designed to deal with storage and maintenance until the project is expected to be complete in 2017.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP												Review of short term options for storage of additional buses until a long term solution is finalized. Parking design has been developed and costs for this work were estimated in Quarter 4. Electrical service into Transit Garage was upgraded in Quarter 4.
Transit Services	Transit By-Law Update	As part of the Transit Long Term Department Plan, the bylaw is being updated to be consistent with the City Code of Conduct.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP												Review commenced in Quarter 4 and will be scheduled to come before Council in Quarter 1 of 2015.
Transit Services	Develop Policies related to Handibus Eligibility and Advisory Committee Operations	Develop Council and Administration policies to define Handibus eligibility to be reviewed by the Handibus Advisory Committee.	5. Council Outcome - Sustainable Infrastructure and Services	StAT LTDP												Revised policies are expected to be completed in Quarter 1 2015.
Planning and Development	Downtown Parking Technical Study/Action Plan	Develop a strategy to ensure effective provision and management of parking resources over time for Downtown.	5. Council Outcome - Sustainable Infrastructure and Services													Technical Study drafted and public engagement undertaken. Consultant providing additional input on comparable cities and finalizing Action Plan that will be presented to Council in Q1 2015.
Planning and Development	Downtown Pilot Projects (DARP)	Establish pilot projects to trial ideas for downtown improvements prior to permanently implementing them.	5. Council Outcome - Sustainable Infrastructure and Services													Pilot Project #1 - Pop-up patios, scheduled to run June-October 2014. The plan for pop-up patios was completed and communicated to downtown businesses. No applications received to date. Pilot Project #2 - Continue to monitor angle parking on Perron street. Ongoing gathering of public feedback including at Open House

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Planning and Development	Downtown District update in LUB (DARP)	Update Downtown District in LUB to incorporate all of downtown.	5. Council Outcome - Sustainable Infrastructure and Services													Partial draft. Postponed due to current planning priorities and limited staff resources. Work on this project will continue in Q1 2015.
Planning and Development	Urban Village Guidelines	Update existing Urban Design Guidelines to ensure currency and relevance for upcoming development.	5. Council Outcome - Sustainable Infrastructure and Services													Postponed due to current planning priorities and limited staff resources.
Recreation and Parks	Grey Nuns White Spruce Park Management Plan	Management Plan is being created to ensure long term sustainability and direction for overall park management of the forest and park area, management of the people (users) and management of the education and awareness.	5. Council Outcome - Sustainable Infrastructure and Services	http://www.stalbert.ca/grey-nuns-white-spruce-park												Implementation Plan to be completed in Q2 2015.
City Manager Office	Expansion of North Ridge Lodge	**Goal:** Encourage the development of an inclusive community that is age friendly. **Priority:** Advocate for expansion of North Ridge Lodge	6. Council Outcome - Safe, Healthy and Inclusive Community													This project is linked to the Land Strategy, which will be informed by the final Housing Diversity Work Program planned to be presented to Council for decision in Q1 2015. The Land Strategy will incorporate actions required.
City Manager Office	Options for New Facility	**Goal:** Encourage the development of an inclusive community that is age friendly. **Priority:** Identify options for another facility similar to Chateau Mission Court.	6. Council Outcome - Safe, Healthy and Inclusive Community	Build St. Albert Business Plan												This project is linked to the Land Strategy, which will be informed by the final Housing Diversity Work Program planned to be presented to Council for decision in Q1 2015. The Land Strategy will incorporate actions required.
City Manager Office	50+ Club Building	**Goal:** Encourage the development of an inclusive community that is age friendly. **Priority:** Rehabilitate and expand the program space in the 50+ Club building	6. Council Outcome - Safe, Healthy and Inclusive Community	Capital Project Charter CM-002												A slot memo was provided to Council on October 6, 2014 advising of the project status and the next steps. The preliminary design was completed and showcased to the community through an open house, held in October. The majority of respondents were in support of the proposed design with 20 comments for suggested improvements received. Completion of the project is planned for July 2016.

					Timing											
					2014				2015				2016	2017		
Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			Status*	Quarter Three Status Update
Community and Protective Services Administration	Community groups service delivery capacity	**Goal:** Foster a sense of community and connectedness. **Priority:** Support the capacity for service delivery by community groups.	6. Council Outcome - Safe, Healthy and Inclusive Community													Report is being developed to present to Council on this topic. It is currently scheduled to be presented to Council in Q2 of 2015.
Economic Development	Physician Attraction	**Goal:** Encourage the development of an inclusive community that is age friendly. **Priority:** Continue to support a physician attraction program.	6. Council Outcome - Safe, Healthy and Inclusive Community													Administration was in contact with the medical clinic that is opening on the east side of St. Albert Trail, to provide necessary information and support. A doctor has begun the process of opening a clinic at the old "Rink" restaurant site and has been provided with information to open another practice in St. Albert. Clinic is now open and accepting new patients, multiple new practices are opening soon in the Botanica development.
Engineering Services	Safe Journeys to School	**Goal:** Ensure all residents live in a safe community. **Priority:** Develop a Safe Journey to School program. The project will provide a comprehensive review of various activities, infrastructure, and measures that address an overall community approach to enhance student travel safety.	6. Council Outcome - Safe, Healthy and Inclusive Community													The Project Consulting group has completed all Public Open Houses, an On-line Public Engagement Tool, stakeholder focus group meetings, engineering reviews, surveys and best practice research. Draft Final Project reporting is scheduled to be presented to the Joint Public Steering Committee January 13, 2015 and report to Council February 23, 2015.
Family and Community Support Services	Support for Youth	**Goal:** Encourage the development of an inclusive community that is age friendly. **Priority:** Identify supports for youth.	6. Council Outcome - Safe, Healthy and Inclusive Community	Social Master Plan												Asset Development website information was updated and plans to revamp the site are underway. Youth Working Group Strategic Planning exercise took place Dec 2014 to identify issues, strategies and priority actions for 2015. Application was submitted on November 14, 2014 for provincial grant funding under "Family and Community Safety Program". Funding decision is expected mid-January 2015. Funding will be used to support the development and implementation of a continuum of services and supports for St. Albert youth. A three year strategic action plan for YOUTH was developed and will be presented to Council on January 12, 2015
Family and Community Support Services	Provision of Social Support	**Goal:** Foster a sense of community and connectedness. **Priority:** Advocate for the provision of appropriate social supports including funding.	6. Council Outcome - Safe, Healthy and Inclusive Community	Social Master Plan												The working group finalized a job description (consultant/researcher) and posted the job opportunity using Request For Proposals process. The selection process is underway and it is anticipated that this position will commence in Q1 2015. This research and development phase will support the development and implementation of a homeless prevention strategy in St. Albert and Sturgeon County region.

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing										Status*	Quarter Three Status Update
					2014				2015				2016	2017		
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4				
Family and Community Support Services	Social Master Plan Implementation	**Goal:** Foster a sense of community and connectedness. **Priority:** Support Implementation of the Social Master Plan	6. Council Outcome - Safe, Healthy and Inclusive Community	Social Master Plan												Draft social development policy consultation with stakeholder and residents was conducted from September – November 2014. Feedback and input was gathered, summarized and incorporated into January 12 presentation to Council. Input from October 8, 2014 Social Master Plan (SMP) engagement session incorporated into SMP implementation plan; specific actions and implementation strategies are ongoing. Community working groups: Seniors, Youth and Family met separately in early December to participate in strategic planning exercise to identify issues, strategies and priorities for 2015 and beyond. Social Master Plan 2015 implementation will be updated to reflect this and presented to stakeholders for endorsement/approval. Social Master Plan 2015 Communication plan was developed. Key elements include Social Master Plan education/awareness campaign, community engagement strategies and reporting results. Social Master Plan annual reporting process is underway. Annual report will be presented to Council in early April 2015.
Family and Community Support Services	Neighbourhood Development	**Goal:** Host neighbourhood development on a larger scale than block parties. **Priority:** Host neighbourhood development on a larger scale than block parties.	6. Council Outcome - Safe, Healthy and Inclusive Community	Social Master Plan												On November 6th, 22 residents participated at the Neighbourhood Conversation Cafe. Input gathered will be used to formulate future directions and initiatives. Feature article was prepared to share successes. Crime Prevention through Environmental Design (CPTED) session was delivered to 7 residents in early October 2014. Crime Prevention Roundtable discussion, that took place on December 3, 2014, recognized efforts of Citizen Patrol, Neighbourhood Watch and Inglewood Block and established future working relationships and collaboration as it relates to crime prevention initiatives for 2015. A draft Neighbourhood Development Action plan (three year) will be presented to Council January 12, 2015.
Fire Services	City's Emergency Plans	**Goal:** Ensure all residents live in a safe community. **Priority:** Further develop and implement the City's emergency plans.	6. Council Outcome - Safe, Healthy and Inclusive Community													A few of the public information documents have been revised and work is underway to refresh the Emergency Response Plan. Emergency Operations Centre staff training plan is ready and will commence in October. Training for Elected Officials is being planned for early 2015. Public Information documents are 90% complete and the revised Emergency Response Plan is 80% complete. All documents will be ready for January 2015 roll-out. Over 50% of the EOC staff have completed the new Incident Command/EOC training. Elected Officials training is scheduled for March 4, 2015.
Planning and Development	Entry Level Housing	**Goal:** Support the development of a range of housing options. **Priority:** Explore options to encourage the development of entry-level housing.	6. Council Outcome - Safe, Healthy and Inclusive Community													Projects that will address this goal: Housing Priorities Report Projects that will address this goal: Housing Priorities Report

Department Name	Project/Activity Name	Project/Activity Purpose	Directive	Link to Reference	Timing									Status*	Quarter Three Status Update
					2014				2015				2016	2017	
					Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4			
Planning and Development	Affordable Housing Funding	**Goal:** Support the development of a range of housing options. **Priority:** Advocate for affordable housing funding	6. Council Outcome - Safe, Healthy and Inclusive Community												Projects that will address this goal: Housing Priorities Report
Planning and Development	Multifamily infill in established neighbourhoods	**Goal:** Support the development of a range of housing options. **Priority:** Explore the potential for higher density in-fill development in older neighbourhoods.	6. Council Outcome - Safe, Healthy and Inclusive Community												Projects that will address this goal: Housing Priorities Report Background report for Land Use Bylaw
Family and Community Support Services	Community Plans and Social Policies	Determine the need for additional community plans and social policies.	6. Council Outcome - Safe, Healthy and Inclusive Community	Social Master Plan											Draft social development policy was presented to Council on September 15, 2014. Citizen and stakeholder feedback has been gathered and incorporated for January 12, 2015 presentation to Council for their approval. A draft Youth Strategic Action plan (three year) will be presented to Council on January 12, 2015. Pending the outcome of this, it is anticipated that a draft Youth Policy will be developed for presentation to Council in April 2015.
Planning and Development	Housing Priorities Report	Identify housing gaps and anticipated demand, and prioritize housing related initiatives.	6. Council Outcome - Safe, Healthy and Inclusive Community												Now called Housing Diversity Technical Study and Action Plan. Draft Action Plan was presented to Council on Oct. 20, 2014. Plan was out for referral until Dec. 30, 2014
Planning and Development	Review School Site Allocation Agreement	Review and provide recommendations of changes to the School Site Allocation Agreement.	6. Council Outcome - Safe, Healthy and Inclusive Community												Report was completed and reviewed by School Boards and amendments were drafted. The report will be presented to Council in Q1 2015.



2014

QUARTERLY REPORT
FINANCIAL SUMMARY

FOURTH QUARTER

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FINANCIAL REPORT

Executive Summary

Budget Position

Municipal Operating Budget (Page 6)

Municipal Operating Revenue

- $137 million in operating revenue recognized as of December 31, 2014 which is $3.9 million higher than budget.

Municipal Operating Expenditure

- $134.4 million spent as of December 31, 2014, which is $1.3 million higher than budget.

A breakdown of significant variances by Division is found on pages 7 to 11.

The 2014 preliminary surplus of $2.7 million is the result of a number of events that occurred during the fiscal year. Some of the surplus can be attributed to one time, non-recurring activities, such as the $515 thousand over budget revenue from Alberta Health Services (AHS) contract settlement and retro payments. A portion is due to timing differences related to difficult to forecast events, such as the $588 thousand additional revenue received on lot grading certificates, permits and subdivision fees. Finally, part of the surplus is due to actual revenues and expenses deviating from the historical trend; such as $257 thousand over budget in recreation admission fee revenue, the additional $900 thousand in snow removal expenses and $144 thousand over budget in overall salaries and benefit expense. The City has worked hard over the year to ensure that expenditures are held within the overall approved limits.

Municipal Capital Budget (Page 14)

There were 112 municipal capital projects scheduled for 2014. To date, $58.7 million has been spent out of a $107 million cumulative budget. It has been recommended that 44 projects be closed and 68 projects be carried forward to the next year.

Some of the significant projects to note are:

- Campbell Road Park and Ride for $30 million has continued to be delayed and will be postponed until 2015.
- Transit Growth Buses have no expenditures to date as the Green Trip application to secure funding was submitted in Q4.
- Ray Gibbon Drive Stage 3 is anticipated to be carried forward for another year due to maintenance. A positive variance of $1.5 million is expected; however, final reconciliation with grant authorities has not been completed and will not be submitted until the project is closed.
- Anthony Henday Connectors project has been completed with a surplus of $200 thousand.

Utility Operating Budget (Page 20)

Utility Operating Revenue

- $32.3 million recognized as of December 31, 2014, which is $15 thousand under budget.

Utility Operating Expenditure

- $24.3 million has been spent as of December 31, 2014, which is $235 thousand under budget.

The variance relates to $146 thousand in cost savings due to new organics and recycling contracted services, $20 thousand in savings for a Council initiative for an elementary school Organics Program that was completed through normal budget areas as costs were minimal and the annual Project 10413 Landfill Leachate Monitoring Program had unspent funds of $78 thousand.

Utility Capital Budget (Page 22)

There were 45 utility capital projects scheduled for 2014. To date, $28.1 million has been spent out of a $56.2 million cumulative budget. There are 21 projects that have been recommended to be closed and 24 projects to be carried forward.

Some of the significant projects that are currently in progress include:

- The Sedimentation and Erosion project for $2.0 million has been behind schedule due to ground water conditions and will be carried forward to next year.
- The East Water Supply Main Phase 2 project for $5.5 million is near completion and will be carried forward at year end for the maintenance period.
- The Oakmont Swale Reconstruction approved in late 2014, is in progress and will continue into the next year.

Financial Position

Reserves (Pages 26-27)

As per Policy C-FS-01, Financial Reserves, the City of St. Albert recognizes that setting aside funds for emergent financial needs and the replacement of existing equipment, facilities and future projects provides for property tax stabilization and contingency funding and reduces the need for debt financing. The City maintains 38 reserves for operating, capital and utility purposes. The policy also requires quarterly reporting of the reserve balances. The January 2014 opening balances were $73.9 million with $18.0 million in approved net allocations and an ending forecast of $55.9 million. The December 2014 balance of $81.2 million is higher than the year-end forecasted balance due to approved capital and operating projects not completed by year end.

Through compliance with the reserve policy, the City of St. Albert is in a solid position to ensure that any emergent financial needs and long-term replacement of equipment will be met, while maintaining a stable tax base.

Investments (Page 28)

The City continues to maintain a strong investment portfolio, with $138.8 million as of December 31, 2014. The City invests conservatively in highly liquid funds to ensure current and future obligations are met, while securing the highest rate of return.

As of December 31, 2014, the City had earned $2.8 million in investment income, which is $300,000 higher than the third quarter forecast of $2.5 million. As per the City's Investment Policy C-FS-02, which targets the City's investment rate of return at Government of Canada T-Bill and Bond rates, the actual rate of return realized from investments is above the Bank of Canada T-Bill and Bond rates.

Debt (Pages 29)

The City's outstanding debt as of December 31, 2014 was $49.3 million. The City's debt and debt service limits are significantly lower than the ceilings stipulated in both the *Municipal Government Act* and Council Policy C-FS-03. The City has the second lowest debt and debt service and the lowest debt payments per capita, when compared to similar municipalities.

Conclusion

A number of events throughout the year have contributed to a preliminary operating surplus of $2.7 million. The City of St. Albert has consistently maintained a strong financial position. This is accomplished by ensuring operating and capital expenditures are closely monitored within the approved budget, maintaining a healthy reserve balance, prudently investing the City's liquid assets and maintaining low debt limits.

Municipal Operations

CITY OF ST. ALBERT

MUNICIPAL OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

Division Description	Dec. 2014 Actual YTD	2014 Budget	Variance $	Variance %
Revenue				
Council	$4	$5	$(1)	(22%)
City Manager's Office	47	5	42	937%
Corporate Strategic Services	825	670	155	23%
Community & Protective Services	24,034	23,361	673	3%
Planning & Engineering Services	4,264	2,943	1,320	45%
Infrastructure Services	9,776	9,951	(174)	(2%)
Finance & Assessment Services	1,043	1,089	(47)	(4%)
Economic Development	973	977	(3)	(0%)
Capital Financing	300	300	-	0%
Common & Fiscal	95,780	93,798	1,982	2%
Total Revenue	$137,046	$133,099	$3,947	3%
Expenses				
Council	$615	$581	$(34)	(6%)
City Manager's Office	2,844	3,234	390	12%
Corporate Strategic Services	9,006	9,423	417	4%
Community & Protective Services	55,460	56,421	961	2%
Planning & Engineering Services	8,909	9,052	143	2%
Infrastructure Services	32,136	30,893	(1,243)	(4%)
Finance & Assessment Services	3,417	3,567	150	4%
Economic Development	1,663	1,693	30	2%
Capital Financing	14,734	14,761	27	0%
Common & Fiscal	5,599	3,474	(2,125)	(61%)
Total Expenses	$134,383	$133,099	$(1,284)	(1%)
Excess of Revenue over Expenses				
Council	$(611)	$(576)	$(35)	(6%)
City Manager's Office	(2,797)	(3,229)	432	13%
Corporate Strategic Services	(8,181)	(8,753)	572	7%
Community & Protective Services	(31,425)	(33,060)	1,635	5%
Planning & Engineering Services	(4,645)	(6,108)	1,463	24%
Infrastructure Services	(22,360)	(20,942)	(1,418)	(7%)
Finance & Assessment Services	(2,375)	(2,478)	103	4%
Economic Development	(690)	(717)	27	4%
Capital Financing	(14,434)	(14,461)	27	0%
Common & Fiscal	90,181	90,324	(143)	0%
Total Excess of Revenue over Expenses	$2,663	$-	$2,663	

Municipal Operating Actual to Budget Variance

Council – $35 thousand over budget

Expense – $34 thousand over budget

- The $34 thousand increase over budget is a result of higher than anticipated costs associated with attending out of province conferences and meetings, an increase in Council's inaugural year operating supplies and start up, and increased costs for cellular phones, home office internet and meals for Council meetings.

City Manager's Office - $432 thousand under budget

Revenue - $42 thousand over budget

- $25 thousand over budget is due to interest revenue that transfers to the Insurance Reserve. As there is a corresponding expense this does not impact the tax rate.

Expense –$390 thousand under budget

- $183 thousand under budget is due to the 2014 insurance liability. This is likely a one-time variance; however, the Insurance liability is difficult to predict as it is based on events outside of the City's control.
- $94 thousand under budget is a result of lower 2014 corporate insurance premiums. The 2015 insurance premium budget has been reduced to reflect the lower rates.
- $57 thousand under budget is a result of salary and benefit adjustments due to vacancies/turnovers *(see page 11).
- $42 thousand under budget is due to a reduction in outside legal assistance. Annual outside legal expenses are difficult to predict as they can be based on events that cannot always be planned well in advance.
- $15 thousand under budget in printing costs due to allocating out departments' colour printing. This is offset by an increase in departments' expenses.
- $25 thousand over budget is due to the transfer of interest revenue to the Insurance Reserve. As there is a corresponding revenue increase this does not impact the tax rate.

Corporate Strategic Services - $572 thousand under budget

Revenue - $155 thousand over budget

- $322 thousand over budget due to unbudgeted Partners in Injury Reduction/Workers Compensation Board (PIR/WCB) rebate. As this revenue is transferred to the Safety Reserve, there is a corresponding expense and does not impact the tax rate.
- $137 thousand under budget related to projects funded from reserves that were not completed in 2014. These projects are being recommended to be completed in 2015 and have corresponding decrease in expenses; therefore, does not impact the tax rate.

Expense – $417 thousand under budget

- $449 thousand under budget in salary and benefit adjustments due to vacancies/turnovers *(see page 11).
- $137 thousand under budget related to projects funded from reserves that were not completed in 2014. These projects are being recommended to be completed in 2015. There is a corresponding decrease in revenue and does not impact the tax rate.
- $17 thousand under budget in costs for the environmental monitoring of Ray Gibbon Drive due to delays in monitoring the new storm pond. This is a one-time variance as monitoring will begin in 2015 and the full budget is expected to be used.
- $11 thousand under budget is a result of operating supplies and census costs under budget. These savings will be analyzed when preparing the 2016 Census.

- $133 thousand under budget in corporate-wide training and development expenses. A centralized corporate budgeting process was established in 2014. Processes have been implemented for 2015 to ensure that the funds will be utilized.
- $322 thousand over budget due to PIR/WCB rebate transferred to reserves. As there is a corresponding revenue increase this does not impact the tax rate.
- $74 thousand over budget in IT software maintenance costs. The 2015 budget was increased to accommodate the additional costs.

Community & Protective Services - $1,635 thousand under budget

Revenue - $673 thousand over budget
Expense - $961 thousand under budget

As Community & Protective Services have variances within many of the departments, those with variances are presented separately.

Culture - $125 thousand under budget

Revenue - $482 thousand under budget

- $301 thousand under budget due to revenue for Children's Festival directly received by Friends of The Children's Festival rather than through the City. This is a permanent change and the 2015 budget has been adjusted to reflect this.
- $185 thousand under budget related to projects funded from reserves that were not completed in 2014. These projects are being recommended to be completed in 2015 and have corresponding decreases in expenses; therefore does not impact the tax rate.
- $65 thousand under budget in grants directly received by Friends of the Arden Theatre rather than through the City. This is a permanent change and the 2015 budget has been adjusted to reflect this.
- $108 thousand over budget in ticket sales for performances. These increases are ongoing and have beem reflected in the 2015 budget.

Expense– $607 thousand under budget

- $304 thousand under budget due to artist fees and operating supplies for Children's Festival directly paid by Friends of The Children's Festival rather than through the City. This is a permanent change and the 2015 budget has been adjusted to reflect this.
- $185 thousand under budget related to projects funded from reserves that were not completed in 2014. These projects are being recommended to be completed in 2015. There is a corresponding decrease in revenue and does not impact the tax rate.
- $119 thousand under budget in salary and benefit adjustments due to vacancies/turnovers *(see page 11).
- $17 thousand over budget in advertising costs as a result of adding three additional professional series shows at the Arden. This increase is permanent and the 2015 budget has been adjusted to reflect this.

Family & Community Support Services - $84 thousand under budget

Revenue - $100 thousand over budget

- $76 thousand over budget from additional revenue for Mental Health/Student Health Initiative grants recovered from schools.
- $30 thousand unbudgeted revenue from donations received from agencies for the Social Master Plan. These increases are ongoing and have been reflected in the 2015 budget.

Expense – $15 thousand over budget

- $15 thousand in additional expenses associated with Mental Health/Student Health Initiatives and donations received which is also ongoing and reflected in the 2015 budget.

Fire Services - $564 thousand under budget

Revenue- $827 thousand over budget

- $340 thousand over budget in ambulance service revenue. This increase has been reflected in the 2015 budget.
- $515 thousand over budget in funds received from AHS due to contract settlement, unbudgeted change orders settled and retro payments from previous contract. The additional payments were one-time. The 2015 budget reflects the new AHS contract.
- $25 thousand over budget due to receipt of unbudgeted grants. The 2015 budget reflects this increase.

Expense–$264 thousand over budget

- $183 over budget in salary and benefits due to time in lieu payout *(see page 11).
- $100 thousand over budget for additional equipment approved by Council given increase in funding from AHS. This was a one-time increase due to Council approval.
- $18 thousand over budget in expenses due to writing off uncollectable ambulance revenue.
- $19 thousand under budget in electricity due to new contract. The new contract expenses are part of the 2015 budget.

Police Services - $582 thousand under budget

Revenue - $38 thousand under budget

- $97 thousand under budget due to camera contract change mid-year and Municipal Enforcement vacancies.
- $43 thousand under budget from other fees such as criminal record checks.
- $123 thousand over budget due to new 911 Grant.

These decreases are anticipated to be ongoing and have been reflected in the 2015 budget.

Expense– $620 thousand under budget

- $264 thousand under budget in contracted services as a result of camera contract change mid-year. This is anticipated to be an ongoing decrease and has been reflected in the 2015 budget.
- $198 thousand under budget in salary and benefits due to vacancies/turnovers *(see page 11).
- $92 thousand under budget in RCMP contract due to RCMP officer vacancies after transfer to Reserve.
- $20 thousand under budget in electricity due to new contract. The new contract expenses are part of the 2015 budget.

Recreation and Parks - $394 thousand under budget

Revenue - $398 thousand over budget

- $257 thousand over budget in admission, sales and pass revenue due to increased usage.
- $39 thousand over budget from higher rental, advertising and sponsorship revenue.
- $59 thousand over budget in Starbucks sales.

These increases are anticipated to be ongoing and have been reflected in the 2015 budget.

Planning & Engineering Services - $1,463 thousand under budget

Revenue - $1,320 thousand over budget

- $588 thousand over budget in lot grading certificates, permits and subdivision fees revenue is associated with greater than anticipated permits relating to industrial, commercial and multi-family development.
- $285 thousand over budget in electrical construction contribution refund from Fortis Alberta.
- $219 thousand over budget in other land fees due to unanticipated area structure plans.
- $264 thousand over budget from unbudgeted deferred revenue off-site levies used to fund the completion of intersection and safety issues. There is a corresponding increase in expenses; therefore, no impact to the tax rate.

- $194 thousand over budget relates to Affordable Housing grants, which is not budgeted as corresponding expenditures are offset and have no tax impact.
- $158 thousand under budget related to projects funded from reserves that were not completed in 2014. These projects are being recommended to be completed in 2015 and have corresponding decreases in expenses; therefore, does not impact the tax rate.

Expense– $143 thousand under budget

- $487 thousand under budget due in salary and benefits due to vacancies/turnovers *(see page 11).
- $158 thousand under budget related to projects funded from reserves that were not completed in 2014. These projects are being recommended to be completed in 2015. There is a corresponding decrease in revenue and does not impact the tax rate.
- $264 thousand over budget due to additional expenses required to complete traffic intersection and safety concerns.
- $18 thousand over budget in additional costs for traffic signal implementation and administration coverage.
- $21 thousand over budget in bank charges relating to increase in permit and certificate processing.
- $194 thousand over budget relating to costs for Affordable Housing which is not budgeted and no tax impact as it is offset by grant revenue.

Infrastructure Services - $1,418 thousand over budget

Revenue - $174 thousand under budget

- $248 thousand under budget in Transit fares and passes revenue resulting from lower than projected ridership. Cash and pass trends, based on previous years, did not occur as anticipated.
- $50 thousand under budget in rental revenue due to new contract with Food Bank.
- $11 thousand over budget due to unbudgeted charter revenue.
- $12 thousand over budget due to recovered insurance claims.

Expense – $1,243 thousand over budget

- $917 thousand over budget in Public Works salary and contracted services to carry out residential snow removal.
- $196 thousand over budget in unanticipated mechanical issues with Transit buses. Trending indicates that additional maintenance will be required. The 2015 budget has slightly increased to account for this.
- $110 thousand over budget in Public Works due to unanticipated mechanical failures to equipment.
- $65 thousand over budget in Transit Insurance Claims as a result of higher than average claims, some of which offset by extra revenue.
- $60 thousand over budget to equipment/vehicle charges due to an unplanned transmission replacement.
- $12 thousand over budget in printing and copying due to rebranding of Transit tickets.
- $10 thousand over budget in contracted services with Disabled Adult Transit Service (DATS) for regional dispatch services.
- $129 thousand under budget in fuel and diesel expenses.
- $13 thousand under budget in Transit contracted services.

Finance and Assessment - $103 thousand under budget

Revenue - $47 thousand under budget

- $50 thousand under budget related to tax penalty revenue.
- $37 thousand increase due to additional web tax certificates and mortgage company tax inquiries. The 2015 budget reflects this increase.

Expense - $150 thousand under budget

- Salary and benefit adjustments due to vacancies/turnovers *(see page 11).

Economic Development - $27 thousand under budget

Expense - $30 thousand under budget

- $64 thousand under budget in salary and benefit adjustments due to vacancies/turnovers *(see page 11).
- $26 thousand under budget in subscriptions.
- $53 thousand over budget in advertising and promotion.
- $15 thousand over budget in program supplies.

Common & Fiscal Division - $143 thousand over budget

Revenue - $1,982 thousand over budget

- $1.4 million over budget as a result of land sales; corresponding transfer to land reserve, therefore no impact on the tax rate.
- $421 thousand over budget in interest income. This increase was due to timing of projects and not anticipated to be as high in 2015.
- $58 thousand over budget in additional supplementary revenue based on anticipated growth. This is likely ongoing and the 2015 budget reflects an increase.

Expense - $2,125 thousand over budget

- $1.4 million over budget due to transfer of land sales to reserve; corresponding revenue, therefore does not impact the tax rate.
- $781 thousand over budget in severance payments and benefit costs being higher than initial budget. *
- $284 thousand over budget in interest expense allocated to reserves and deferred revenue. This increase was due to timing of projects and not anticipated to be as high in 2015.
- $30 thousand over budget in bank charges. Ongoing impact and the 2015 budget reflect an increase in bank charges.
- $117 thousand under budget as Council Contingency expense not utilized. Annual expenses funded from Council are difficult to predict as they can be based on events that cannot always be planned well in advance.
- $217 thousand under budget for 2014 wage settlements.

* The total salary and benefit impact to the organization as of December 31, 2014, which is a result of vacancies/turnovers, benefit cost adjustments and severance payments is an increase in expenses of $144 thousand.

CITY OF ST. ALBERT

OPERATING SUMMARY REPORT BY MUNICIPAL SERVICES
FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

	Dec. 2014 Actual YTD	2014 Net Budget	Actual as a % of Total
Municipal Services			
Engineering Services & Admin Support	$4,841	$5,370	6%
Planning & Development	(195)	740	0%
Public Works	14,973	13,966	18%
Fire Services	12,561	13,125	15%
Transit Services	7,389	6,976	9%
Police Services	7,638	8,221	9%
	47,207	**48,398**	**57%**
Economic Development	**690**	**717**	**1%**
Community, Recreation & Culture Services			
Community Services Admin	725	748	1%
Recreation and Parks	2,738	3,131	3%
Culture Services	2,126	2,250	3%
Family & Community Support Services	696	779	1%
Outside Agencies	4,941	4,803	6%
	11,226	**11,711**	**14%**
Capital Financing & Common & Fiscal	**9,258**	**9,116**	**11%**
Administration & Support Services			
Information Technology Services	2,879	2,796	3%
Financial Services	2,196	2,323	3%
Human Resources	2,196	2,423	3%
Legal Services	1,598	1,986	2%
Corporate Strategic Services	649	703	1%
Corporate Planning	307	304	0%
Corporate Communication	870	941	1%
City Manager	1,200	1,244	1%
Environment & Sustainability	470	606	1%
Legislative Services	810	980	1%
Council	611	576	1%
Assessment & Taxation Services	179	155	0%
	13,965	**15,037**	**17%**
NET TOTAL	**$ 82,346 A**	**$ 84,979 B**	**100%**

A – The net total equals the municipal property tax levy for the year, as well as the excess of revenue over expenses.
B – The 2014 net budget total is the municipal property tax levy that was approved by Council on May 5, 2014.

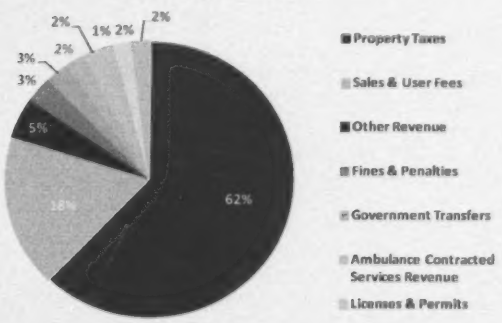
CITY OF ST. ALBERT

MUNICIPAL STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

	2014 Actuals YTD	Approved Budget	Variance $	Variance %
Revenues				
Property Taxes	$84,983	$84,979	$4	0.0%
Sales & User Fees	24,417	22,121	2,296	10.4%
Other Revenue	6,437	5,996	441	7.4%
Fines & Penalties	4,195	4,362	(167)	-3.8%
Government Transfers	3,528	3,420	108	3.2%
Ambulance Contracted Services Revenue	2,933	2,417	516	21.3%
Licenses & Permits	2,880	2,550	330	12.9%
Franchise Fees	1,943	1,847	96	5.2%
Interest Income	2,800	2,354	446	18.9%
Transfers To/From Reserves	2,930	3,053	(123)	-4.0%
Total Revenue	$137,046	$133,099	$3,947	3.0%
Expenses				
Salaries, Wages & Benefits	$60,318	$60,176	$(142)	-0.2%
Contracted & General Services	20,190	22,105	1,915	8.7%
Transfers To/From Operations/Capital	14,027	14,032	5	0.0%
Materials, Goods, Supplies & Utilities	12,844	12,471	(373)	-3.0%
Purchases From Other Governments	7,383	8,352	969	11.6%
Other Expenditures	4,507	4,204	(303)	-7.2%
Debenture Principal Repayment	3,588	3,588	-	0.0%
Debenture Interest Repayment	2,385	2,412	27	1.1%
Transfers To Organizations & Individuals	3,119	2,957	(162)	-5.5%
Bank Charges & Short Term Interest	1,982	1,656	(326)	-19.7%
Transfers To/From Reserves	4,040	1,146	(2,894)	-252.5%
Total Expense	$134,383	$133,099	$(1,284)	-1.0%
Excess of Revenue over Expense	$2,663	-	$2,663	

Municipal Operating Revenue for the Period Ending December 2014



Municipal Operating Expenses for the Period Ending December 2014

CITY OF ST. ALBERT

MUNICIPAL CAPITAL EXPENDITURE SUMMARY REPORT

FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

	Project To Date (A)	Project Forecast (B)	Project Budget (C)	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2014 PROJECTS	$13,411	$26,427	$26,824	$397	1.5%	57
2013 PROJECTS	$11,584	$12,842	$13,260	$418	3.2%	29
2012 & PRIOR PROJECTS	$33,702	$64,909	$66,884	$1,975	3.0%	26
TOTAL MUNICIPAL PROJECTS	$58,698	$104,177	$106,967	$2,790	2.6%	112

Municipal Capital Project Financial Highlights

- There are a total of 112 municipal capital projects that have been ongoing and scheduled for 2014. A total of 44 projects have been completed and are recommended to be closed at year end.

- In the fourth quarter of 2014, a new project, 414454 Giroux Road and Lacombe Drive Pedestrian, was added, increasing the total projects to 57. Of those projects, $13.4 million year-to-date expenses out of $26.8 million budget has been expended. A forecasted $400 thousand decrease over budget relates to $250 thousand in funds not required for 414307 City Playground Lifecycle Program, and a $106 thousand and $100 thousand reduction to projects 414409 Road Repairs and 414407 Sidewalk Program respectively due to lower than anticipated costs.

- From 2013, 87 per cent of project expenditures have been spent to date. A forecasted decrease of $418 thousand is expected from 413409 Veness Road Upgrade and 413402 Collector Reconstruct Program due to better costing from suppliers.

- There are a total of 26 projects from 2012 and earlier. The current projects' expenditures to date are $33.7 million, with a project budget of $66.8 million and a $64.9 million forecast. As noted in the Second Quarter Financial Report, the major variance to the unspent funds relates to project 412420 Campbell Road Park and Ride of $30 million, which has had minimal expenditures to date. This is due to continual negotiations required with the Capital Region Board (CRB). One major project, the Anthony Henday Connectors is expected to be closed with a project surplus of $210 thousand. Ray Gibbon Drive Stage 3 will continue to be under maintenance for the next year. Although a positive surplus is anticipated of $1.5 million, final reporting to the Grant Authorities is still required once the project is fully completed.

CITY OF ST. ALBERT

MUNICIPAL CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

Project Description		PROJECT TOTAL Project To Date A $	Project Forecast B $	Project Budget C $	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #01 St. Albert							
Division #1000 Council							
414809	LRT Functional Alignment Study	-	250	250	-	0.0%	
414101	NABI Building Fund	25	25	25	-	0.0%	
412106	Entrance Landscaping Beautification	466	500	500	-	0.0%	
412105	Heritage Lake Enhancement	30	30	32	2	5.0%	
412103	White Spruce Forest	14	25	25	-	0.0%	
412102	Mountain Bike Skills Park	5	175	175	-	0.0%	
412101	Train Whistle Cessation (McKenney & Ray Gibbon Drive)	96	150	150	-	0.0%	
Total Division #1000 Council		636	1,155	1,157	2	0.1%	7
Division #2000 City Manager's Office							
414201	50+ Club Building Rehabilitation and Expansion	57	2,370	2,370	-	0.0%	
Total Division #2000 City Manager's Office		57	2,370	2,370	-	0.0%	1
Division #2300 Corporate Strategic Services							
414509	Agenda Management Software	-	110	110	-	0.0%	
414508	PW Former PW Yard Remediation Program	320	800	800	-	0.0%	
414507	Community Sustainability Plan	174	277	277	-	0.0%	
414506	Smart City Master Plan & Alliance	26	95	95	-	0.0%	
414505	Performance Measurement System	-	50	50	-	0.0%	
414504	Website Project	62	75	75	-	0.0%	
414503	HR Electronic Recruitment Software	35	43	43	-	0.0%	
414502	Office Automation Program	50	50	50	-	0.0%	
414501	Office Systems Replacement Plan		623	623	-	0.0%	
414202	Financial System Software	5	200	200	-	0.0%	
413505	Performance Measurement System	-	50	50	-	0.0%	
413504	Website Project	75	75	75	-	0.0%	
413503	HR Electronic Recruitment Software	21	30	50	20	40.4%	
413502	Office Automation Program	50	50	50	-	0.0%	
413501	Office Systems Replacement Plan	57	453	453	-	0.0%	
412504	Webstreaming East Board Room (SCF)	37	37	37	-	0.0%	
412501	Office Systems Replacement Plan	652	652	652	-	0.0%	
40940C-11	Corporate GIS Foundation Items	14	32	32	-	0.0%	
40548C	IT Strategic Plan	852	910	910	-	0.0%	
Total Division #2300 Corporate Strategic Services		2,431	4,611	4,632	20	0.4%	19

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A $	Project Forecast B $	Project Budget C $	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #3000 Community & Protective Services							
414413	Public Engagement Online Tools	-	50	50	-	0.0%	
414319	Cultural Walk/ Wall of Fame	-	20	20	-	0.0%	
414318	Heritage Sites Phase 2	82	1,526	1,526	-	0.0%	
414317	Founders Walk Phase 2	10	711	711	-	0.0%	
414316	SAP Way-finding & Signage Upgrade	13	25	25	-	0.0%	
414315	Fire Training Ground	150	150	152	1	0.8%	
414314	Fire Station #3- Exhaust System Replacement	4	212	212	-	0.0%	
414313	Campbell Dog-Friendly Park	139	160	160	-	0.0%	
414312	Lacombe Park Master Plan	67	173	173	-	0.0%	
414311	Woodlands Water Park - Locker Room	115	120	120	-	0.0%	
414310	Erin Ridge / Oakmont Trail Phase 2 Construction	957	1,050	1,050	-	0.0%	
414309	Chevigny House	47	100	100	-	0.0%	
414308	Community Capital Program	140	200	200	-	0.0%	
414307	City Playground Lifecycle Program	-	-	250	250	100.0%	
414306	City Parks Refurbishment Plan/Implementation	127	137	137	-	0.0%	
414305	Sportfield Refurbishment Program	5	220	220	-	0.0%	
414304	Arden Theatre Replacement Plan	12	28	28	-	0.0%	
414303	Emergency Services Equipment Replacement Plan	57	57	58	2	3.1%	
414302	Aquatics Lifecycle Plan	104	104	119	15	12.2%	
414301	Servus Place Life Cycle Replacement Program	274	274	250	-24	-9.6%	
413311	Community Support Centre	-	-	50	50	100.0%	
413310	Erin Ridge Trail Development Phase 2 - Design	100	100	100	-	0.0%	
413309	Chevigny House	85	100	100	-	0.0%	
413307	Kingswood Neighbourhood Playground	88	100	100	-	0.0%	
413306	City Parks Refurbishment Plan/Implementation	32	106	100	-6	-6.4%	
413305	Sportfield Refurbishment Program	200	200	200	-	0.0%	
413304	Arden Theatre Replacement Plan	289	289	280	-9	-3.1%	
413303	Emergency Services Equipment Replacement Plan	244	244	244	-	0.0%	
413301	Servus Place Life Cycle Replacement Program	228	228	255	27	10.7%	
41131A	Mountain Bike Skills Park - Design	20	25	25	-	0.0%	
41022A-11	Dog Park	93	100	100	-	0.0%	
40982A	Northridge Park Development Phase 1/Phase 2	573	750	750	-	0.0%	
40958A	Founders Walk (150th Anniversary)	1,265	1,269	1,300	31	2.4%	
Total Division #3000 Community & Protective Services		5,519	8,825	9,162	337	3.7%	33

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

	Project Description	PROJECT TOTAL Project To Date A$	Project Forecast B$	Project Budget C$	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4000 Planning & Engineering Services							
'414454	Giroux Road and Lacombe Drive Pedestrian Crossing Control	-	130	130	-	0.0%	
'414414	St. Anne St. Realignment - St. Thomas to Tache St	222	800	800	-	0.0%	
'414412	St. Albert Trail Median and Blvd Enhancement	685	924	924	-	0.0%	
'414411	City Owned Parking Lot - Fire Station #2	134	150	150	-	0.0%	
'414410	Transportation Master Plan	137	630	630	-	0.0%	
'414409	Road Repairs	94	94	200	106	53.1%	
'414408	Transportation Systems Mgmt (Signals)	616	800	800	-	0.0%	
'414407	Sidewalk Program	627	900	1,000	100	10.0%	
'414406	Red Willow Trail Overlay Program	150	150	150	-	0.0%	
'414405	Permanent Line Marking Rehabilitation	128	128	128	-	0.0%	
'414404	Local Reconstruct Program	1,356	1,356	1,360	4	0.3%	
'414403	Collector/Local Asphalt Overlay Program	1,732	2,280	2,200	-80	-3.6%	
'414402	Collector Reconstruct Program	86	315	315	-	0.0%	
'414401	Arterial Asphalt Overlay Program	1,001	1,100	1,100	-	0.0%	
'413413	Ray Gibbon Drive Walkway	100	100	100	-	0.0%	
'413412	Railroad Safety Enhancement (Meadowview)	-	250	250	-	0.0%	
'413410	Sr Project Mgr	86	87	87	-	0.0%	
'413409	Veness Road Upgrade (142 St)	2,162	2,410	2,700	290	10.7%	
'413408	Transportation Systems Mgmt (Signals)	734	746	696	-50	-7.2%	
'413407	Sidewalk Program	478	500	500	-	0.0%	
'413406	Red Willow Trail Overlay Program	100	100	100	-	0.0%	
'413404	Local Reconstruct Program	160	160	160	-	0.0%	
'413403	Collector/Local Asphalt Overlay Program	2,629	2,629	2,650	21	0.8%	
'413402	Collector Reconstruct Program	2,030	2,110	2,300	190	8.2%	
'412415	Veness Road Upgrade (142 St)	3,414	3,414	3,500	86	2.5%	
'412406	Local Reconstruct Program	1,292	1,292	1,300	8	0.6%	
Total Division #4000 Planning & Engineering Services		20,153	23,554	24,230	675	2.8%	26

MUNICIPAL CAPITAL PROJECTS BY DIVISION (cont'd)

Project Description		PROJECT TOTAL Project To Date A $	Project Forecast B $	Project Budget C $	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #4500 Infrastructure Services							
'414811	Public Works Turf Mowers	149	149	185	36	19.4%	
'414810	PW Loader	239	239	240	1	0.3%	
'414808	Civic Buildings Security	-	250	250	-	0.0%	
'414807	PW Subdivision Signage & Amenities	38	46	46	-	0.0%	
'414806	PW Shop Equipment & Yard	40	40	40	-	0.0%	
'414805	PW Energy Efficiency Program	51	51	58	7	11.2%	
'414804	Transit Smart Fare System	-	2,652	2,652	-	0.0%	
'414803	Transit Growth Buses	335	335	330	-5	-1.5%	
'414802	Transit Bus Lifecycle Repl Plan	1,365	1,365	1,350	-15	-1.1%	
'414801	PW Mobile Equipment Replacement Plan	1,169	1,261	1,261	-	0.0%	
'413809	LRT Functional Study	160	250	250	-	0.0%	
'413807	PW Subdivision Signage & Amenities	30	30	47	17	35.2%	
'413804	PW - St. Albert Place	222	222	255	33	12.8%	
'413801	PW Mobile Equipment Replacement Plan	873	874	603	-271	-44.9%	
'412420	Campbell Road Park & Ride	63	30,000	30,000	-	0.0%	
'41184	Ray Gibbon Drive Stage 3A - Construction	12,708	12,908	14,500	1,592	11.0%	
41132B	City Building Rehabilitation	56	100	100	-	0.0%	
41126A	Sportfield Refurbishment Program	100	100	100	-	0.0%	
41119A	Bridge Rehabilitation	544	600	600	-	0.0%	
41020A	Anthony Henday Drive Connector (BCF)	10,790	10,790	11,000	210	1.9%	
40970A	St. Albert Trail Urbanization Study	71	150	150	-	0.0%	
40954C	Drive Camera (Incident Video)	105	105	105	-	0.0%	
40802C-1	Office Systems (Hansen Software)	227	226	226	-	0.0%	
Total Division #4500 Infrastructure Services		29,336	62,743	64,347	1,604	2.5%	23
Division #5500 Economic Development							
'413602	Wayfinding Signage Implementation	349	349	455	106	23.2%	
40952C	Downtown Signage	78	79	125	47	37.2%	
Total Division #5500 Economic Development		428	428	580	152	26.2%	2
Division #6500 Common & Fiscal							
'412108	Civic Space Capacity Initiative	137	490	490	-	0.0%	
Total Division #6500 Common & Fiscal		137	490	490	-	0.0%	1
	Total Entity #01 St. Albert	**58,698**	**104,177**	**106,967**	**2,790**	**2.6%**	**112**
	2014 PROJECTS	**$13,411**	**$26,427**	**$26,824**			
	2013 PROJECTS	**$11,584**	**$12,842**	**$13,260**			
	2012 & PRIOR PROJECTS	**$33,702**	**$64,909**	**$66,884**			

Utility Operations

CITY OF ST. ALBERT

UTILITY OPERATING SUMMARY BY DIVISION
FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

Division Description	Dec. 2014 Actual YTD	2014 Budget	Variance $	Variance %
Revenue				
Water	$11,400	$11,077	$323	3%
Wastewater	10,622	10,651	(29)	(0%)
Storm	4,562	4,639	(77)	(2%)
Solid Waste Management	5,722	5,954	(232)	(4%)
Total Revenue	$32,306	$32,321	$(15)	(0%)
Expenses				
Water	$8,377	$8,372	$(5)	(0%)
Wastewater	8,682	8,756	74	1%
Storm	1,285	1,288	3	0%
Solid Waste Management	5,928	6,091	163	3%
Total Expenses	$24,272	$24,507	$235	1%
Transfer to Reserve				
Water	$3,024	$2,705	$319	12%
Wastewater	1,940	1,895	45	2%
Storm	3,277	3,351	(74)	(2%)
Solid Waste Management	(207)	(137)	(70)	(51%)
Total Transfer to Reserve	$8,034	$7,814	$220	3%

CITY OF ST. ALBERT

UTILITY STATEMENT OF OPERATIONS BY FUNCTION
FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

	2014 Actuals YTD	Approved Budget	Variance $	Variance %
Revenues				
Sales & User Fees	$32,192	$32,197	$(5)	0%
Fines & Penalties	114	93	21	23%
Transfers To/From Reserves	-	31	(31)	-100%
Total Revenue	$32,306	$32,321	$(15)	0%
Expenses				
Salaries, Wages & Benefits	$4,369	$4,315	(54)	-1%
Contracted & General Services	7,584	7,983	399	5%
Transfers To/From Operations/Capital	951	952	1	0%
Materials, Goods, Supplies & Utilities	909	984	75	8%
Purchases From Other Governments	9,721	9,517	(204)	-2%
Other Expenditures	736	754	18	2%
Bank Charges & Short Term Interest	2	2	-	0%
Total Expense	$24,272	$24,507	$235	1%
Excess of Revenue over Expense	$8,034	$7,814	$220	3%
Transfer to Reserves	$8,034	$7,814	$(220)	-3%
Operating Surplus for the period	-	-	-	

CITY OF ST. ALBERT

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT
FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

	Project To Date (A)	Project Forecast (B)	Project Budget (C)	Forecast Variance (C-B)	Forecast Variance (C-B)/B	# Projects
2014 PROJECTS	$5,238	$18,625	$18,808	$183	1.0%	17
2013 PROJECTS	$7,774	$16,082	$18,845	$2,762	14.7%	15
2012 & PRIOR PROJECTS	$15,041	$16,593	$18,608	$2,015	10.8%	13
TOTAL MUNICIPAL PROJECTS	$28,054	$51,301	$56,261	$4,961	8.8%	45

Utility Capital Project Financial Highlights

- There are 45 projects scheduled for Utilities in 2014. Twenty-one projects have been recommended to be closed for year end.
- There are 17 projects approved for 2014, with $5.2 million spent to date. Projects continue to be underway and will continue into the next year due to the nature of the size of the projects.
- From 2013, 15 projects with a total of $7.7 million has been spent to date, with a forecast of $16.0 million and a budget of $18.8 million. This variance relates to a recommendation to close Project 413422 North Trunk Development Phase 1 and 413416 Oversized Pools - Water Mains, as no expenditures have been incurred to date. As these projects were intended to service the Intermunicipal Development Plan (IDP) Lands, policies surrounding this and the related Off-site Levy has not been approved by Council. It is therefore recommended these be closed until a direction has been established.
- For 2012 and prior years, there are 13 projects with current expenditures to date of $15.0 million. The projects' forecast is $16.6 million with a budget of $18.6 million. The forecasted variance reduction of $1.5 million relates to 412715 Riel Park Development Phase 3 and 4, which is anticipated to come in under budget due to cost savings.

CITY OF ST. ALBERT

UTILITY CAPITAL PROJECTS BY DIVISION

FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

Project Description		PROJECT TOTAL Project To Date A $	Project Forecast B $	Project Budget C $	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Entity #02 Utilities							
Division #7000 Water							
414835	Water System Infrastructure Rehab	274	274	410	136	33.2%	
414432	OSL 5% Contribution	171	171	170	-1	-0.4%	
414431	Oakmont Pump House Upgrades	5	500	500	-	0.0%	
414430	Water Network Level of Service	-	578	578	-	0.0%	
414203	Update Water Meter Technology	-	100	100	-	0.0%	
413419	Oakmont Pumphouse Upgrades	50	75	75	-	0.0%	
413418	Oakmont Water Supply Line	986	4,900	4,900	-	0.0%	
413417	East Water Supply Main (Phase 2)	4,996	5,500	5,500	-	0.0%	
413416	Oversized Pools - Water Mains	-	-	199	199	100.0%	
413415	Utility Master Plan (Water)	158	158	158	-	0.0%	
413414	Water Network Level of Service	-	551	551	-	0.0%	
412706	My City Application (Tempest Software)	40	40	50	10	20.6%	
412704	Water Main Oversizing	-	-	193	193	100.0%	
412703	Water Network Level of Service	186	525	525	-	0.0%	
40935A	Oakmont Distribution Water Main Phase 1	220	220	220	-	0.0%	
Total Division #7000 Water		7,086	13,591	14,130	538	3.8%	15
Division #8000 Wastewater							
414846	Wastewater Household Service Replacement	153	153	200	47	23.7%	
414845	Wastewater Rehabilitation Program	116	221	221	-	0.0%	
414442	Wastewater Lift Station Rehabilitation	2,352	3,570	3,570	-	0.0%	
414441	Wastewater Main Replacement	5	1,454	1,454	-	0.0%	
414440	Wastewater Collection System Redesign & Enhancement	548	2,200	2,200	-	0.0%	
413813	Wastewater Main Replacement	55	528	528	-	0.0%	
413422	North Trunk Development Phase 1	-	-	2,461	2,461	100.0%	
413421	Utility Master Plan (Wastewater)	158	158	158	-	0.0%	
413420	Wastewater Collection System Level of Service	174	174	276	102	36.8%	
412716	North Development Trunk Phase 1	2,250	2,250	2,403	153	6.4%	
412711	Wastewater Lift Station Rehabilitation	250	250	250	-	0.0%	
412710	Wastewater Collection System Level of Service	1,920	1,921	2,000	80	4.0%	
412709	Wastewater Main Replacement	502	502	502	-	0.0%	
Total Division #8000 Wastewater		8,484	13,381	16,223	2,843	17.5%	13

UTILITY CAPITAL EXPENDITURE SUMMARY REPORT (cont'd)

		PROJECT TOTAL					
	Project Description	Project To Date A $	Project Forecast B $	Project Budget C $	$ Variance fav / (unfav) (B-C)	% Variance	# of Projects
Division #8600 Storm							
414453	Oakmont Swale Reconstruction	240	2,500	2,500	-	0.0%	
414452	Sedimentation and Erosion Control Plan	1,161	2,000	2,000	-	0.0%	
414451	South Campbell Stormwater Management Facility	50	4,050	4,050	-	0.0%	
414450	Lacombe Park Bank Repairs	130	800	800	-	0.0%	
413427	Sedimentation and Erosion Control Plan	200	200	200	-	0.0%	
413426	South Campbell Storm Water Management Facility	67	950	950	-	0.0%	
413425	Utility Master Plan (Stormwater)	158	158	158	-	0.0%	
413424	Storm Water Management Level of Service Requirements	547	1,680	1,680	-	0.0%	
413423	Storm Water Infrastructure Rehabilitation	225	1,050	1,050	-	0.0%	
412714	Sedimentation and Erosion Control Plan	2,560	2,560	2,560	-	0.0%	
412712	Stormwater Infrastructure Rehabilitation	815	1,000	1,000	-	0.0%	
41151A	Riel Wetland Stormwater Outlet Improvements	88	500	500	-	0.0%	
41148A	Havenwood Pond Reconstruction	825	826	900	74	8.2%	
Total Division #8600 Storm		7,065	18,274	18,348	74	0.4%	13
Division #9000 Solid Waste Management							
414867	Waste & Organic Cart Additions/Replacements	20	20	20		2.0%	
414866	Waste Screening Implementation Program	10	10	10	-	0.0%	
414865	Recycle Yard Upgrades	4	25	25	-	0.0%	
412715	Riel Park Redevelopment Phase 3 & 4	5,385	6,000	7,505	1,505	20.1%	
Total Division #9000 Solid Waste Management		5,419	6,055	7,560	1,505	19.9%	4
	Total Entity #02 Utilities	**28,054**	**51,301**	**56,261**	**4,961**	**8.8%**	**45**

2014 PROJECTS	**$5,238**	**$18,625**	**$18,808**
2013 PROJECTS	**$7,774**	**$16,082**	**$18,845**
2012 & PRIOR PROJECTS	**$15,041**	**$16,593**	**$18,608**

Financial Position

CITY OF ST. ALBERT

STATEMENT OF RESERVES

FOR THE PERIOD ENDING DECEMBER 31, 2014

In Thousands of Dollars

	Jan 1, 2014 Balance	Forecasted Adjustments	Dec 31, 2014 Forecasted Balance	Dec 31, 2014 Balance
	$	$	$	$
Operating				
Stabilization	3,020	(584)	2,436	2,716
Growth Stabilization	-	652	652	652
Operating Carry Forwards				
Operating Carry Forward Reserve	2,039	(1,713)	326	1,867
Outside Agencies	147	9	156	156
Community Significant Event Stimulus Fund	199	(139)	60	61
	2,385	(1,843)	542	2,084
Risk Management	1,235	26	1,261	1,261
Automated Traffic Enforcement Technology - Speed on Gree	526	(480)	46	285
LRT/BRT Reserve	379	(343)	36	376
Operating Program				
Children's Festival Fund	198	(76)	122	122
Young Artists Legacy Grant Program Fund	21		21	21
	219	(76)	143	143
RCMP Contract Expense Reserve	-	869	869	869
Safety Enhancement Reserve	-	598	598	640
Election Reserve	-	232	232	233
Total Operating	7,764	(949)	6,815	9,258
Capital				
Internal Financing	636	384	1,020	1,020
Major Recreational Lands & Facilities				
Major Rec. Facilities Fund - City Wide	1,434	1,467	2,901	3,071
Major Rec. Facilities Fund - Neighbourhood	2,677	(1,729)	948	1,130
Parkland	95	2	97	97
Dog License Fund	291	(135)	156	223
	4,497	(395)	4,102	4,521
Transportation				
General Transportation Fund	1,469	31	1,500	1,500
Public Transit Fund	2,880	944	3,824	3,815
	4,349	975	5,324	5,315
Equipment - Replacement				
Equipment Replacement Fund	1,985	264	2,250	2,330
Emergency Services Equipment Replacement Fund	298	(82)	217	216
Office Systems Replacement Fund	1,370	(1,090)	280	1,298
Facilities Refurbishment Fund	182	(26)	156	156
Arden Theatre Repair & Refurbishment Fund	105	15	119	136
Servus Place Replacement & Refurbishment Fund	753	255	1,008	1,011
Aquatics Facility Refurbishment Fund	398	80	478	478
Public Art Acquisition, Maintenance & Restoration Fund	97	82	179	342
Fire Buildings Lifecycle	-	101	101	101
City Playgrounds Lifecycle Fund	-	252	252	252
	5,188	(149)	5,040	6,320

STATEMENT OF RESERVES (cont'd)
FOR THE PERIOD ENDING DECEMBER 31, 2014
In Thousands of Dollars

	Jan 1, 2014 Balance	Forecasted Adjustments	Dec 31, 2014 Forecasted Balance	Dec 31, 2014 Balance
	$	$	$	$
Municipal Land and Facilities Reserve				
Municipal Land and Facilities	4,159	(5,825)	(1,666)	(1,660)
Facilities Fund *	512	(512)	-	-
	4,671	**(6,337)**	**(1,666)**	**(1,660)**
Capital Funding Reserve				
Capital Fund	27,946	(5,594)	22,352	31,667
Outside Agencies	268		268	268
	28,214	**(5,594)**	**22,620**	**31,935**
Library Collection Reserve Fund	**2**		**2**	**2**
Total Capital	**47,557**	**(11,115)**	**36,442**	**47,453**
Utilities				
Water Fund	4,253	281	4,534	6,651
Wastewater Fund	5,051	(549)	4,502	6,277
Storm Fund	13,330	(1,196)	12,134	16,401
Solid Waste Management Fund	(4,033)	(4,474)	(8,507)	(4,871)
Total Utilities	**18,601**	**(5,938)**	**12,663**	**24,458**
Total Reserves	**73,922**	**(18,002)**	**55,920**	**81,169**

* On September 22, 2014 Council approved combining the Revolving Land Fund and the Facilities Fund into one Reserve called Municipal Land & Facilities Reserve.

Investments

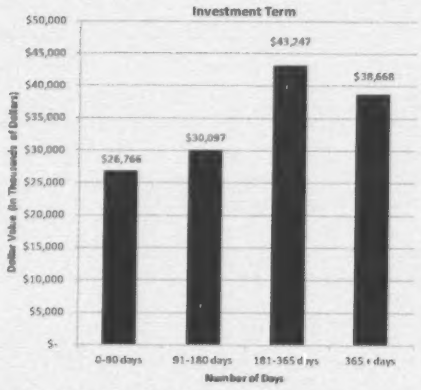
As of December 31, 2014 the City had $138.8 million in cash and investments.

The City of St. Albert's Investment Policy, C-FS-02, outlines the Investment Portfolio Policy. This policy is reviewed annually by Administration with any changes recommended to Council for approval.

- City Managed Cash and Short-Term Investments – the primary goal is liquidity and capital preservation by investing in short-term secure investments for a term of up to three years.
- Custodian Managed Investment Portfolio – the primary purpose is to maintain capital preservation, while maximizing investment returns by accessing investment funds managed by professional fund managers.
- The City's Investment Policy restricts Administration from investing more than 75 per cent of funds in any one financial institution.
- The chart on the right shows the current portfolio distribution of both short-term and long-term funds by financial institution.

Financial Institution	Portfolio Amount In thousands of dollars	Percentage
Toronto Dominion	16,267	12%
ATB Financial	40,209	29%
Servus Credit Union	200	0%
BMO Nesbitt Burns	19,990	14%
CIBC Wood Gundy	23,714	17%
Scotiabank	5,036	4%
RBC Dominion Securities	5,290	4%
Raymond James	28,072	20%
	$138,778	100%

The Investment Terms chart shows the current investment portfolio by term and interest rate range.



The City of St. Albert will maintain an investment portfolio that will be sufficiently liquid in order to meet its operating cash flow requirements that might reasonably be anticipated in the short and longer term. Under policy C-FS-02, any investments with terms of more than three years must be administered through a custodian and Administration is to manage investments with terms of fewer than three years.

Observations

The cash and investment portfolio as of December 31, 2014 had a total value of $138.8 million. Funds have been invested to ensure the best term and corresponding interest rates are achieved for the upcoming months. To maximize returns on short-term investments, City staff select the highest investment yield based on quotes from up to 10 banks and investment firms, including eligible credit unions and the Canadian chartered banks. Any surplus cash balances are placed in a daily interest savings account to maximize interest income.

Benchmarking Data

The chart on the right compares the City's portfolio performance by term to the Bank of Canada T-Bill and Bond rates as per the City's Investment Policy C-FS-02.

Overall, the rate of return realized from the City of St. Albert's investments is above the Bank of Canada T-Bill and Bond rates.

	St. Albert	Bank of Canada
Cash and Short Term Investments	**Average Portfolio Rate**	**T-Bill Rate**
0 - 90 Days	1.36%	0.91%
91 - 180 Days	1.81%	0.93%
181 - 365 Days	1.90%	0.99%
Long Term Investments	**Average Portfolio Rate**	**3 & 7 Yr Bond Rate**
2 - 8 Years	2.85%	1.06% - 1.46%

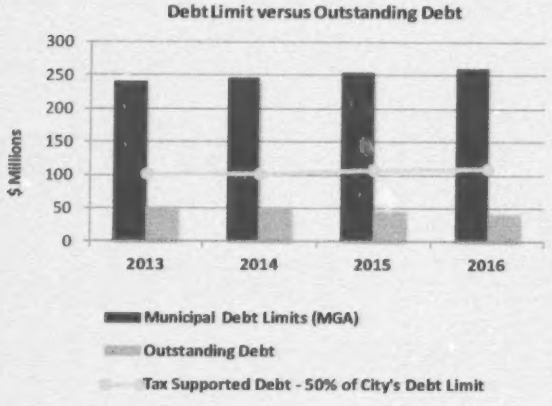
As of December 31, 2014, the City had earned $2.8 million in investment income, which is $300,000 higher than the forecast amount of $2.5 million.

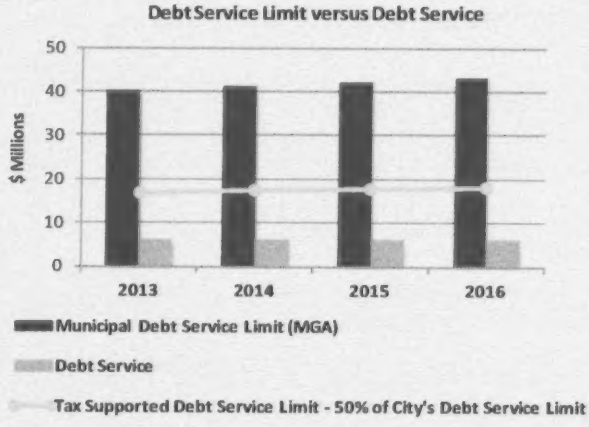
Summary of Debt

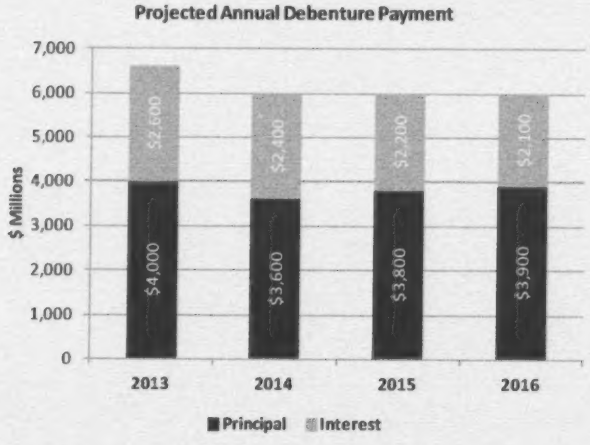
As of December 31, 2014, the City had $49.3 million debt outstanding.

The City of St. Albert's Debt Management Policy, C-FS-03, outlines the types of debt and financing the City may undertake. According to the policy, the City Manager or designate shall report quarterly to Council regarding the City's compliance with this policy.

Under the Municipal Government Act, Alberta Regulation 255/2000, the debt limit for the City is calculated at 1.5 times its revenue, and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval of the Minister of Municipal Affairs. In addition, C-FS-03 stipulates that the City shall adhere to an "internal debt limit" of 85 per cent of the debt limit prescribed by Provincial regulation and an "internal tax-supported debt limit" of 50 per cent of the City's internally determined debt limit and debt services limit. As at December 31, 2013, the City's debt limit was $240.5 million and its service on debt limit was $40.1 million. The 2014 debt limit will be determined by the first quarter of 2015. The City of St. Albert's debt and service limits have consistently been well under the allowable limits and are not forecasted to change in the near future.







GLOSSARY

Term	Description
Actual	Actual, as opposed to budgeted, revenues and expenditures for the fiscal year indicated.
City Managed Cash	Funds invested directly through the City.
Capital Preservation	A conservative investment strategy used to ensure funds that are invested are protected.
Capital Budget	Estimated expenditure and revenues based on approved projects by Council that are related to the support in City's municipal and utility infrastructure
Custodian Managed Investment Portfolio	Funds invested through professional fund manager.
Debt Limit	Municipal Government Act (MGA) regulated debt limit; calculated at 1.5 times the revenue of a municipality.
Debt Service Limit	MGA regulated limit on the annual debt payments (principal and interest); calculated at 0.25 times the revenue of a municipality.
Deficit	Excess of expenditure over revenue.
Divisions/Departments	Part of the City's organization structure.
Expenditure	The payment of cash on the transfer of property or services for the purpose of acquiring an asset, service, or settling a loss.
Fiscal Year	January 1st to December 31st.
Forecast	The projection of revenues and expenditures for current fiscal year.
Internal Debt Limit	City ceiling which prevents the debt limit from exceeding 85 per cent of the MGA's debt limit on non-tax debt and 50 per cent of the MGA's debt limit on tax supported debt.
Investment Yield	The income return on investments.
Liquidity	The ability to convert an asset into cash in a short period of time.
Long-Term Debt	Debt with a maturity date of more than one year after the date of issuance.
Municipal Government Act (MGA)	Provincial legislation that provides authority for municipal expenditure and revenue collection.
Operating Budget	Estimated expenditures and revenues related to current operations approved by City Council for the fiscal year.
Per Capita	Indicates costs or revenues on a per person basis.
Reserve Fund	Assets segregated and restricted to meet the purpose of the reserve fund. They may be either obligatory (created whenever a ruling requires revenues received for special purposes to be segregated) or discretionary (created whenever a municipal council wishes to earmark revenue to finance a future project for which it has authority to spend money).

GLOSSARY

Term	Description
Revenue	Sources of income used to finance the operations of the City. It includes such items as tax payments, fees or specific services, receipts from other governments, fines, grants and interest income.
Surplus	The excess of revenues over expenditures.
Utility	The city owns four utilities: water, wastewater (sewer), storm sewer, and solid waste. These utilities operations are self-funded through a separate revenue structure.
Variance	The variance column records the difference between the actual and budget amounts. Positive dollar variances indicate favorable budget impact and negative dollar variances indicate an unfavorable budget impact.
Year- End Uncommitted Balance	The reserve dollar amount at year end which has not been committed to specific projects.
YTD	Indicates Year to Date.

For More Information:

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